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MERRIMACK COUNTY



Annual Report **2002**

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2002 ANNUAL REPORT

MERRIMACK COUNTY BOARD OF COMMISSIONERS

(L TO R) RICK A. TROMBLY CLERK,
BOSCAWEN - BERNARD D. LAMACH,
VICE-CHAIRMAN, BRADFORD - KATHERINE D.
ROGERS, CHAIRMAN, CONCORD



January 1, 2002 - December 31, 2002

2002 ANNUAL REPORT

MERRIMACK COUNTY TOWNS BY DISTRICT

DISTRICT ONE


- * Concord
- * Bow

DISTRICT TWO

- * Andover
- * Boscawen
- * Canterbury
- * Chichester
- * Danbury
- * Franklin
- * Hill
- * Loudon
- * New London
- * Northfield
- * Pittsfield
- * Salisbury
- * Sutton
- * Webster
- * Wilmot

DISTRICT THREE

- * Allenstown
- * Bradford
- * Dunbarton
- * Epsom
- * Henniker
- * Hooksett
- * Hopkinton
- * Newbury
- * Pembroke
- * Warner



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2001-2002 Oath of Elected Officials: (Back to Front)

Commissioner Rick A. Trombly, Assistant County Attorney Howard A. Helrich, Commissioner Katherine D. Rogers, County Attorney Michael Th. Johnson, Commissioner Bernard D. Lamach, Deputy Register of Deeds, Stacy Luikmil, Register of Deeds Kathi L. Guay, Treasurer Stuart D. Trachy, Deputy Register of Probate, Peggy M. Kraft, Register of Probate, Jane D.W. Bradstreet

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MERRIMACK COUNTY POSITIONS (*ELECTED POSITIONS)

COMMISSIONERS

- *Katherine D. Rogers, Chairman, Concord
- *Bernard D. Lamach, Vice Chairman, Bradford
- *Rick A. Trombly, Clerk, Boscawen

TREASURER

- *Stuart D. Trachy, Franklin

COUNTY ATTORNEY

- *Howard Helrich, Hopkinton

REGISTER OF DEEDS

- *Kathi L. Guay, Concord

REGISTER OF PROBATE

- *Jane W. Bradstreet

SHERIFF

- *Chester L. Jordan, Contoocook

COUNTY ADMINISTRATOR

Kathleen T. Bateson

HUMAN SERVICES DIRECTOR

Gary D. Wall

HUMAN RESOURCES COORDINATOR

Sara A. Lewko

NURSING HOME ADMINISTRATOR

Bob Chase

CORRECTIONS SUPERINTENDENT

Carole A. Anderson

JUDGE OF PROBATE

Honorable Richard A. Hampe

CHIEF MEDICAL EXAMINER

Thomas A. Andrew, M.D.

CLERK OF SUPERIOR COURT

William S. McGraw

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MERRIMACK COUNTY DELEGATION MEMBERS OF THE NEW HAMPSHIRE HOUSE OF REPRESENTATIVES

District No. 1 Andover, Danbury, Hill, Salisbury, Wilmot

William Leber (r)

Richard Brewster (r)

District No. 2 Newbury, New London, Sutton, Warner

J.D. Colcord(r)

Alf Jacobson (r)

Steven Winter (r)

District No. 3 Bradford, Henniker

Barbara C. French (d)

Beth Rodd (d)

District No. 4 Boscawen

Claire Clarke (d)

District No. 5 Bow

Michael Whalley (r)

District No. 6 Hopkinton

Derek Owen (d/r)

District No. 7 Boscawen, Bow, Dunbarton, Hopkinton, Webster

Eric Anderson (r)

John Swindlehurst (r)

Richard Kennedy (r)

District No. 8 Northfield

Christopher Dunne (r)

District No. 9 Canterbury, Loudon, Northfield,
Pittsfield

Roy Maxfield (r)

Priscilla Lockwood (r)

Raymond Cummings (r)

District No. 10 Chichester, Epsom

Charles B. Yeaton (d)

Tony Soltani (r)

District No. 11 Hooksett

David Hess (r)

Ray F. Langer (r)

Stephen L'Heureux (r)

District No. 12 Allenstown, Pembroke

Gabriel Daneault (d)

Frank Davis (r)

Deanna Rush (d)

Vincent Greco (d)

District No. 13 Franklin

James Whittemore (r)

Martin Feuerstein (r)

Randy Perkins (d)

District No. 14 Concord - Ward 1

Carol Burney (d)

District No. 15 Concord - Ward 2
John Hutchinson (r)

District No. 16 Concord - Ward 3
Mary Stuart Gile (d)

District No. 17 Concord - Ward 4
Gloria Seldin (d)

District No. 18 Concord - Ward 5
Elizabeth Hager (r)

District No. 19 Concord - Ward 6
Carol Moore (d)

District No. 20 Concord - Ward 7
Toni Crosby (d)

District No. 21 Concord - Ward 8
Marilyn Fraser (d)

District No. 22 Concord - Ward 9
Candace White Bouchard (d)

District No. 23 Concord - Ward 10
Tara Reardon (d)

District No. 24 Concord - Ward A-H
James MacKay (r)
Frances Potter (d)
Mary Jane Wallner (d)

2002 ANNUAL REPORT

MERRIMACK COUNTY DELEGATION MEETING JANUARY 7, 2002

Chairman William Leber called the Delegation Meeting to order at 10:00a.m.

The following Representatives were present: Anderson, Bouchard, Brewster, Clarke, Colcord, Cummings, Daneault, Davis, Feuerstein, French, Gile, Greco, Hess, Jacobson, Kennedy, Langer, Leber, Lockwood, MacKay, Maxfield, Owen, Perkins, Reardon, Rodd, Rush, Swindlehurst and Winter.

Chairman Leber explained this meeting would be a working session with the Criminal Justice Committee and Planners on the Merrimack County Jail.

Chairman Leber stated he had received two letters from the Merrimack County Commissioners on the 2002 budget and requested to meet with the Chairs and Vice-Chairs of the subcommittees after the meeting.

Chairman Leber turned the meeting over to Representative Maxfield, Chairman of the Criminal Justice Committee.

Representative Maxfield addressed the members of the Delegation and stated a great deal of work has been done since the last meeting.

Representative Maxfield introduced Ken Ricci and Laura Maiello from Ricci Associates and then turned the meeting over to them to go over the changes since the December 13th meeting.

Ken Ricci from Ricci Associates began the presentation and spoke about the number of beds, construction costs and the comparison between the Berlin, Carroll County and Strafford County jails.

Representative Winter asked if there were specifications from the County on single cell configuration.

Mr. Ricci stated yes, there is and referred to Laura Maiello to explain.

Ms. Maiello explained it is always a good operating procedure to figure on single cell units. You never want to mix individuals and have two inmates to a cell.

Representative Winter asked if the cells were similar to a dormitory. Ms. Maiello stated yes, there are 72 dormitory cells figured in to the new facility.

Representative Cummings asked if Merrimack County thought of a design build method similar to the Berlin Prison and Carroll County.

Mr. Ricci stated no, the design build method does not save money in the long run. It does reduce some liability though. Mr. Ricci stated he has been

on both sides of the fence.

Discussion followed on the design build method.

Ms. Maiello addressed the additional staffing for the new facility. Discussion followed.

Ms. Maiello presented the three cost cutting scenarios:

1. Reduce facility program, support, and administrative and service areas by approximately 14,000 gsf. Saving of about \$2,700,000.00.
2. Rooftop units in lieu of Central Plant – 10,000 gsf reduction and \$500,000.00 in equipment savings. Saving of about \$1,500,000.00 Implication to rooftops is they are less restrictive and require a lot of upkeep.
3. Reduce project contingency from \$3.2M to \$1.6M. Saving of about \$1,600,000.00.

Discussion followed.

Ms. Maiello distributed responses to the Delegations' questions from the December 13th presentation.

Representative Cummings stated he would like more time to review the information presented today.

Discussion followed on the bond process.

Representative Hess stated he personally would like to take a closer look at savings on facility programs, rooftop units and possible savings in reducing the space.

Representative Leber thanked the members of the Delegation for attending the work session and reminded the members of the January 25th Delegation Meeting to vote on the bond for the new correctional facility.

Meeting adjourned at 12:15p.m.

James MacKay
Clerk
Merrimack County Delegation

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MERRIMACK COUNTY DELEGATION MEETING JANUARY 25, 2002

Chairman Leber called the Delegation Meeting to order at 11:00a.m.

The following Representatives were present: Anderson, Bouchard, Brewster, Clarke, Colcord, Cummings, Daneault, Davis, Dunne, Feuerstein, Fraser Leo, French, Gile, Greco, Hager, Hess Kennedy, Langer, Leber, Lockwood, MacKay, Maxfield, Owen, Potter, Reardon, Rodd, Rush, Swindlehurst and Winter.

Representative French is concerned with the rooftops. She would rather spend the money up front rather later when there is problem.

Representative Hess thanked the group for the cost reductions, therefore supporting this new plan to include rooftops.

Representative Hess moved to adopt the bond resolution of \$21,200,000 for the purpose of constructing and improving facilities for the Merrimack County Department of Corrections. Seconded by Representative Maxfield. Motion carried 23 to 6.

Representative Brewster asked if there was additional space if needed in the future.

Mr. Ricci explained there will be room off site for expansion.

Representative Brewster further asked if the \$2,000,000 was still available from the U.S. Marshall's Office. County Administrator Kathleen Bateson stated she recently attended a meeting with the U.S. Marshall's Office and was told unless the County could break ground in September they were not able to give the County the \$2,000,000.

Representative Reardon stated she is not ready to support this project. She feels the numbers need to be lower before she could vote in favor of.

Representative Swindlehurst made a motion to amend the \$21,200,000 amount to reflect going with a central plant. Seconded by Representative Kennedy. In a show of hands, the motion failed.

Representative Cummings stated he will not support this project.

Chairman Leber stated the he would like to call a moment of silence for the passing of Representative James Whittemore.

Meeting adjourned at 11:30a.m.
James MacKay
Clerk

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MERRIMACK COUNTY DELEGATION EXECUTIVE COMMITTEE MEETING FEBRUARY 8, 2002

Representatives Clarke, Cummings, Daneault, Davis, Fraser, Kennedy, Langer, MacKay, Maxfield, Rush and Seldin.

Representatives Colcord, Reardon, Rodd, Soltani, Swindlehurst and Winter were also in attendance.

Representative Langer began the meeting at 10:15 a.m. Representative Langer turned the meeting over to Representative Leo Fraser who chaired the sub-committee for Delegation, Administration, Purchasing, Treasurer, Register of Deeds, Concord Complex Maintenance and other.

Delegation:

Representative Fraser began with Delegation and stated the appropriated amount is \$9,000 which the committee is recommending.

Representative Davis moved approval of the Delegation budget of \$9,000. Seconded by Representative Clarke. Motion carried unanimously.

Administration:

Representative Fraser explained that the 2001

budget was \$392,679.00 and the proposed 2002 budget is \$ 396,384.50. An increase in personnel due to a salary increase for the County Administrator approved by the Board of Commissioners.

Representative Fraser moved approval of the Administration budget of \$396,384.50. Seconded by Representative Daneault. Motion carried unanimously.

Treasurer:

Representative Fraser explained that the 2001 budget was \$644,283.00 and the proposed 2002 budget is \$656,002.00.

New in the 2002 budget is \$56,999 for the upgrade of the accounting software.

Representative Fraser further explained the County just went through a change in Banks for banking services, which will save the County about \$7,000 to \$8,000.

Representative Fraser moved approval of the Treasurer's budget of \$656,002.00. Seconded by Representative Cummings. Motion carried unanimously.

Information Technology:

Representative Fraser explained that the 2001 budget was \$227,230.00 and the proposed 2002 budget is \$338,079. An increase of 48%.

The increase makes up two positions that were funded last year for only 1/2 the year the 2002 includes these positions for a full year. The increase also includes an encumbrance of \$30,300.00.

Representative Fraser supplied the members of the Executive Committee a handout relative to the Information Technology Department.

Representative Maxfield stated he would like to see the IT department captioned under one budget, not throughout the budget.

Representative Fraser stated that is the goal for the future.

Information Systems Coordinator Kevin Loiselle explained the goals of the IT Department as well as tying all the Department's together.

Representative Cummings asked if any increases in salaries were figured in for the IT Department. County Administrator Kathleen Bateson explained only one increase was figured in and that was for the Tech Support position.

Representative Fraser moved approval of the Information Technology of \$338,079.00. Seconded by Representative Maxfield. Motion carried unanimously.

Purchasing:

Representative Fraser explained that the 2001 budget was \$113,832.00 and the 2002 proposed budget is \$121,776.50. An increase of about 6.98% due to increases in salaries.

Representative Fraser moved approval of the Purchasing budget of \$121,776.50. Seconded by Representative Rush. Motion carried unanimously.

Register of Deeds:

Representative Fraser explained that the 2001 budget was \$769,812.00 and the 2002 proposed budget is \$778,079. An increase of 1.07% due to increases in benefits.

Representative Fraser further explained that there would be savings in revenue of approximately \$100,000 due to the change in the computer vendor. Discussion followed.

Representative Fraser moved approval of the Register of Deeds budget of \$778,079.00. Seconded by Representative Davis. Motion carried.

Concord Complex Maintenance:

Representative Fraser explained that the 2001 budget was \$491,049.00 and the 2002 proposed budget is \$552,310.14. An increase of 12.48% due to increase in benefits, building repairs special projects. Discussion followed.

Representative Fraser moved approval of the Concord Complex Maintenance budget of \$552,310.14. Seconded by Representative Clarke. Motion carried.

Other:

Representative Fraser explained that the budget entitled OTHER in the amount of \$111,816.00 includes general salary increases, sick time buy back and other employee benefits.

Representative Fraser moved approval of the \$111,816.00 for other. Seconded by Representative Kennedy. Motion carried.

Revenue:

Representative Fraser stated revenue for 2001 was \$1,242,000 and revenue for 2002 is \$1,372,000. An increase of 6.87.

Representative Fraser moved approval of the revenue amount of \$1,372,000. Seconded by Representative Davis. Motion carried.

Treasurer:

Revenue down from 2001 at 35.48%.

Representative Fraser moved approval of the revenue amount of \$200,000. Seconded by Representative Davis. Motion carried.

Other:

Representative Fraser explained this account is fund balance, treasurer encumbrance, IT revenue encumbrance, courthouse lease to state and vending machine revenue.

Representative Fraser moved approval of \$877,483.00 in other revenue. Seconded by Representative Davis. Motion carried.

Meeting adjourned at 11:55a.m.

Respectfully submitted,

Roy Maxfield, Clerk
Merrimack County
Executive Committee

2002 ANNUAL REPORT

MERRIMACK COUNTY DELEGATION EXECUTIVE COMMITTEE MEETING FEBRUARY 8, 2002

Representatives Clarke, Cummings, Daneault, Davis, Fraser, Kennedy, Langer, MacKay, Maxfield, Rush and Seldin.

Representatives Colcord, Reardon, Rodd, Soltani, Swindlehurst and Winter were also in attendance.

Representative Langer began the meeting at 1:10p.m. Representative Langer turned the meeting over to Representative Daneault who chaired the sub-committee for County Attorney, Medical Referee, Sheriff and Dispatch.

County Attorney:

Representative Daneault presented the 2002 budget for the County Attorney which included Adult Diversion and Pre-Trial Services.

Representative Daneault stated the figure for 2002 for the County Attorney is \$1,356,131.00.

Representative Clarke moved approval of the County Attorney Budget of \$1,356,131.00. Seconded by Representative Daneault. Motion carried.

Discussion followed on the move of Pre-Trial Services/ Adult Diversion into the County

Attorney's budget.

Representative Davis stated that the County Attorney's salaries are the largest in the County. Representative Davis is concerned with the amount of increases.

County Attorney Howard Helrich explained that due to a recent salary survey, Rockingham County has the largest salaries.

County Attorney Helrich further explained the current pay scale is identical to the Attorney General's scale, that was adopted about six years ago.

Representative Maxfield wanted to know why Pre-Trial Services and Adult Diversion was up 13%.

County Attorney Helrich explained this is due to the increases in salaries, benefits, equipment and repairs.

Representative Leo Fraser asked what the recidivism rate is for Adult Diversion. Adult Diversion Director Leigh Freire stated the recidivism rate for last year was 4.5%.

County Attorney Helrich explained the Pre-Trial/Diversion programs line by line for 2002.

Representative Clarke moved approval of the Pre-Trial/Diversion 2002 budget of \$725,275.30.

Seconded by Representative Daneault. Motion carried.

Police Chief of Henniker – Spoke in support of the Pre-Trial/Diversion programs and asked that these programs are not cut. These programs are a great benefit to the cities and towns in Merrimack County.

Lieutenant Ryber of Franklin – Spoke in support of the Pre-Trial/Diversion programs.

Chief of Boscawen Police Department David Croft also spoke in support of the pre-trial service/diversion programs.

Representative Reardon questioned the amount of increases given in the County Attorney's office.

Discussion followed on the pay scale used in the County Attorney's Office.

Medical Referee:

Representative Daneault moved approval of the Medical Referee budget and stated the sub-committee recommends \$60,000. Seconded by Representative Davis. Motion carried.

Sheriff:

Representative Daneault moved approval of the Merrimack County Sheriff's budget and stated the sub-committee recommends \$ 1,853,089.00. Seconded by Representative Clarke. Motion carried.

Dispatch:

Representative Daneault moved approval of the Merrimack County Dispatch budget and stated the sub-committee recommends \$306,739.00. Seconded by Representative Clarke. Motion carried.

County Attorney Reveue:

Representative Daneault moved approval of the County Attorney's revenue of \$70,500. Seconded by Representative Davis. Motion carried.

Sheriff Revenue:

Representative Daneault moved approval of the Sheriff's revenue of \$440,258.00. Seconded by Representative Clarke. Motion carried.

Dispatch Revenue:

Representative Daneault moved approval of the Dispatch revenue of \$306,739.00. Seconded by Representative Clarke. Motion carried.

Commissioner Lamach commended Sheriff Chester Jordan for presenting a budget that was a reduction from last years'.

Representative Winter stated he was glad to see one of the three Commissioners at the Executive Committee Meetings.

Respectfully submitted,

Roy Maxfield, Clerk
Merrimack County
Executive Committee

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MERRIMACK COUNTY DELEGATION EXECUTIVE COMMITTEE MEETING FEBRUARY 10, 2002

Representatives Anderson, Bouchard, Clarke, Cummings, Daneault, Davis, Kennedy, Langer, Leber, MacKay, Maxfield, Rush and Seldin.

Representatives Hager and Potter were also in attendance.

Representative Langer began the meeting at 10:00a.m.

Representative Langer turned the meeting over to Representative Elizabeth Hager who chaired the subcommittee for Human Services and Grant Agencies.

Representative Hager explained the subcommittee is recommending one change and that is to Aide to Disabled. The Commissioners requested \$538,272.00 and the subcommittee is requesting \$568,512.00.

Representative Cummings asked about the money paid to the Board and Care of Children.

Representative Hager explained this money goes to the Youth Detention Center.

Representative Cummings feels the County should be recovering some of this money.

Human Services Director Gary Wall explained he does have an individual that collects some of these monies from families for services they have received.

Representative Maxfield asked if other Counties were collecting as well. Mr. Wall explained it was a three-year process and that all Counties do collect. 25% goes to the County and 75% goes to the State.

Representative Hager stated the sub-committee is recommending \$36,000 for the Merrimack County Conservation District.

Discussion followed on Grant agencies.

Representative Hager stated that due to some re-organization the visitation center now appears under Human Services. No changes were made to the visitation budget.

Discussion on the 6% incentive funds.

Representative Rush moved approval of the Human Services budget of \$10,101,569.00 as presented. Seconded by Representative MacKay. Motion carried 7 yes, 2 no.

Representative Hager stated there was no change in the JAIBG Grant of \$34,649.

Representative Kennedy moved approval of the JAIBG Grant of \$34,649. Seconded by Representative MacKay. Motion carried.

Representative Hager stated there was no changes made to the UNH Cooperative Extension budget of \$ 291,031.15.

Representative Rush moved approval of the UNH Cooperative Extension budget of \$291,031.15. Seconded by Representative Kennedy. Motion carried.

Representative Kennedy moved approval of the UNH Cooperative Extension Revenue of \$15,460. Seconded by Representative MacKay. Motion carried.

Representative MacKay moved approval of the Human Services Revenue of \$479,231. Seconded by Representative Maxfield. Motion carried.

Discussion followed on the salaries for the County Attorney's Office.

Representative Bill Leber announced the final Delegation Meeting would take place on March 20th.

Meeting adjourned at 2:25p.m.

Respectfully submitted,

Roy Maxfield, Clerk
Merrimack County
Executive Committee

2002 ANNUAL REPORT

MERRIMACK COUNTY DELEGATION EXECUTIVE COMMITTEE MEETING FEBRUARY 15, 2002

Representatives Anderson, Bouchard, Clarke, Cummings, Davis, Langer, Leber, MacKay, Maxfield, Rush and Seldin.

Representative Langer began the meeting at 1:00p.m. Representative Langer stated that the final vote on the Nursing Home budget was in order due to the completion of research on the deficit.

Discussion followed on the deficit at the Nursing Home.

Representative Maxfield moved approval of the Nursing Home budget of \$19,336,567.71. Seconded by Representative Seldin. Motion carried.

Representative Maxfield moved approval of the Nursing Home Revenue of \$15,893,469.00. Seconded by Representative Cummings. Motion carried.

Representative Langer turned the meeting over to Representative Candace Bouchard who chaired the sub-committee for Merrimack County Corrections and Academy.

Representative Bouchard stated that the committee reduced electricity by \$2,000. There is an increase in

uniforms due to two new employees. Insurance increased \$2,000.

Representative Bouchard explained there were no cuts made in the Academy program budget. The part time Secretary went to full time status.

Representative Anderson asked why the increase in benefits. Corrections Superintendent Carole Anderson stated both employees for this department have family plans.

County Administrator Kathleen Bateson explained to the Executive Committee that the union contract is up in April which is under negotiation that is not included in the 2002 budget.

Representative Bouchard stated there is a new line item in the Corrections budget called Technology. This is new information processing equipment.

Representative MacKay moved approval of the Corrections budget of \$4,161,312.00. Seconded by Representative Davis. Motion carried.

Representative MacKay moved approval of the Academy budget of \$108,727.00 Seconded by Representative Maxfield. Motion carried.

Representative Maxfield moved approval of the Corrections revenue of \$388,000. Seconded by Representative MacKay. Motion carried.

Meeting adjourned at 1:45p.m.

Respectfully submitted,

Roy Maxfield, Clerk
Executive Committee

2002 ANNUAL REPORT

MERRIMACK COUNTY DELEGATION EXECUTIVE COMMITTEE MEETING MARCH 11, 2002

Representatives Anderson, Bouchard, Clarke, Daneault, Davis, Fraser, Langer, Leber, Maxfield and Rush were present.

Representatives Colcord and Winter were also in attendance.

Representative Langer called the Executive Committee Meeting to order at 10:00a.m.

Representative Langer called for a moment of silence for the anniversary of the September 11, 2001 tragedy in New York.

Representative Langer stated the 2002 budget is up 11.92% from last year.

Representative Fraser stated that health insurance is up about 19% and is a major contributor in this budget.

Representative Langer stated the largest increase this year is in the Nursing Home budget with a 19% increase over last year.

Representative Colcord explained he is not a member of the Executive Committee but is hearing from his constituents that they need some relief. Representative Colcord further

explained he would like to see the 2002 budget reduced by \$500,000.

Representative Cummings stated he agrees with Representative Colcord and would recommend that the Board of Commissioners close their books on January 15th and allocate reducing the fund balance to offset taxes by \$500,000.

Representative Cummings stated the increase would still be about 10% by doing this, which would be a little easier on the Cities and Towns.

County Administrator Kathleen Bateson explained you can set a closing date, however the bills will still come in after that closing date.

County Administrator Kathleen Bateson further explained she does not advise reducing the fund balance since there is a deficit at the Nursing Home.

County Administrator Kathleen Bateson stated she could supply a draft of the audit if the members of the Executive Committee wished. Representative Davis asked what percentage of health insurance do employees pay.

County Administrator explained for a one person plan the County pays 90%, for a two person plan the County pays 85% and for a family plan the County pays 80%.

Representative Maxfield stated he would like an explanation of the Nursing Home deficit and the fund balance.

Discussion followed on the fund balance.

Representative Maxfield asked to hear from the Board of Commissioners on the fund balance.

Chairman Katherine Rogers explained there needed to be further discussion with the auditors' and that the Board will rely heavily on the financial community for answers.

Nursing Home Administrator Bob Chased explained that the revenue for Nursing Homes has been level funded for a number of years and that there is legislation in currently to increase the revenue. Discussion followed.

Representative Maxfield stated he is in agreement with reducing the 2002 budget by \$500,000.

Representative Maxfield asked that further research be done on reducing the fund balance.

Representative Davis stated he is in agreement with reducing the 2002 budget by \$500,000 but is against reducing the fund balance.

Representative Leber explained there will be another Delegation Meeting sometime in May to approve the Elected Officials Salaries and asked for volunteers to sit on the sub-committee to

study this area.

Representative Clarke moved to reduce the 2002 total budget by \$500,000 for a total of \$41,235,390 and ask that the Board of Commissioners make the decision on where the cuts will come from. Seconded by Representative Maxfield. Motion carried.

Meeting adjourned at 11:10a.m.

Respectfully submitted,

Roy Maxfield, Clerk

2002 ANNUAL REPORT

MERRIMACK COUNTY DELEGATION MEETING MARCH 20, 2002

Chairman William Leber called the Delegation Meeting to order at 7:40p.m.

Clerk MacKay called the roll with the following Representatives present: Anderson, Bouchard, Burney, Clarke, Colcord, Cummings, Daneault, Davis, Feuerstein, Fraser, Greco, Hager, Hutchinson, Jacobson, Langer, Leber, MacKay, Maxfield, Moore, Owen, Perkins, Reardon, Rush, Seldin, Soltani, Swindlehurst, Whalley and Winter.

Chairman William Leber called upon Representative Ray Langer Chairman of the Executive Committee to read the motion.

Representative Langer stated the Executive Committee moves that the Delegation accept the County budget \$41,735,390 and revenue other than taxes \$20,265,140 and further moves that they direct the Board of Commissioners to reduce the expenditures by \$500,000 said reductions are to made in any or all county departments at the sole discretion of the Commissioners, for a total appropriation for 2002 in excess of the total estimated revenues in the amount of \$20,970,250 and that the Merrimack County Treasurer shall issue a warrant to the Towns and Cities in the

County for this amount pursuant to RSA 29:11.
Seconded by Representative Cummings.

Representative Hager stated she would like to see section III of the budget resolution deleted.

Representative Hager further stated she has been adopting County budgets for nineteen years and that the decisions made over at the State House can affect County Government. It is dangerous to say to the Commissioners we won't make the reductions you do it.

Representative Winter stated he feels it is the Commissioners job to reduce the budget by 1.2%.

Representative Burney stated she needed clarification on how the process is handled and shouldn't this have been done in the sub-committee meetings.

Representative Winter explained the sub-committees take action on what is in front of them, you can not get a total bottom line until the end.

Representative Swindlehurst stated he is not sure if he will vote for the motion. The increase over the last three years has been tremendous and taxes are going through the roof.

Representative Swindlehurst further stated we need to be prudent and don't look at it as a cut in programs but a cut in an increase.

Really the increase should be more than \$500,000.

Representative Moore stated she disagrees with Representative Winter's analogy. Human Services has been level funded for 10 years. Cutting now, will cost more next year. Voting across the board is irresponsible and feels this budget should go back to the sub-committees for further research.

Representative Davis stated he is undecided about the cuts and has done some research going back to 1996.

Delegation has increased 16.8%

Human Services has increased 28%

Corrections has increased 44.6%

Deeds has increased 34.8%

Sheriff has increased 37.4%

Treasurer has increased 42%

Administration has increased 47%

County Attorney has increased 125.7%

Concord Complex Maint. Has increased 93.93%

Nursing Home has increased 62%

Taxes in 1996 were \$12,000,000 and taxes in 2002 are \$21,000,000 a 75% increase.

Representative Owen asked how did the \$500,000 decrease come about.

Representative Langer explained this was brought up at the last Executive Committee Meeting, which was

discussed and approved unanimously.

Representative Langer further explained it was the only option the committee had.

Representative Jacobson stated if we can't find 1.2% of cuts in a budget of \$41,500,000 there is real problem. Representative Jacobson supports the motion and encourages the other Delegation members to as well.

Representative Leber called upon Representative Langer to read the motion (attached) that was seconded by Representative Cummings. The motion carried 17 yes, 11 no, authorizing the appropriation of \$41,235,390 in expenditures and an amount to be raised by taxes of \$20,970,250.

Representative Leber stated the next order of business is to approve the resolution dated March 20, 2002 regarding a non-lapsing account to fund long-term care services.

Representative Hager moved to approve the Resolution dated March 20, 2002. Seconded by Representative Winter. Motion carried.

Other Business:

Representative Leber explained he would like to schedule a Delegation Meeting for May 15th at which time the Delegation will vote on the Elected Officials

Salaries for the term. Representative Leber further explained he is also trying to organize a Merrimack County Farm Bureau tour this day as well.

Representative Owen moved to adjourn. Seconded by Representative Maxfield.
Motion carried.

Meeting adjourned at 8:40p.m.

Respectfully submitted,

James MacKay, Clerk
Merrimack County Delegation

2002 ANNUAL REPORT

MERRIMACK COUNTY DELEGATION EXECUTIVE COMMITTEE MEETING MAY 6, 2002

Representatives Anderson, Bouchard, Clarke, Cummings, Daneault, Kennedy, Leber, MacKay, and Rush.

Representatives Colcord and Winter were also in attendance.

Due to a sudden illness Representative Langer was not able to attend the meeting. Representative Anderson served as Acting Chairman.

Representative Anderson opened the Executive Committee Meeting at 10:00a.m.

Representative Anderson stated the first order of business is to accept the committee report of the Elected Officials' Salaries and Benefits.

Representative Anderson presented the committee report of the Elected Officials' Salaries and Benefits study committee.

Representative Anderson stated the committee reviewed each position separately and adopted a recommendation for each elected position individually.

Representative Anderson further stated the committee eliminated the salary schedule steps for the positions of County Attorney, Sheriff and Register of Deeds. The Committee felt the schedule was vague. In addition, the Committee felt that steps are better applied to “appointed” officials and not to “elected” officials.

Representative Anderson further stated that the committee’s report recommends that the Delegation adopt the following schedule for 2003-2004:

Commissioner, Chair	\$9,500 with no benefits
Commissioner, Members	\$9,000 with no benefits
Treasurer	\$7,500 with no benefits
County Attorney	\$76,000 with the same benefits without any steps
County Sheriff	\$59,500 with the same benefits without any steps
Register of Deeds	\$52,000 with the same benefits without any steps

Representative MacKay moved to accept the committee report as presented. Seconded by Representative Cummings. Motion carried 8 yes, 1 no. Representative Kennedy voted in the negative. A great deal of discussion was held regarding the process used by the study committee.

Sheriff Jordan stated is very disappointed with the findings of the study committee.

Sheriff Jordan explained he has 13 years of experience with the Sheriff's Office and is upset the members of the committee did not ask him to attend any of the meetings for input.

Sheriff Jordan stated he presented a budget below last year's numbers and has not even received a thank you from one member of the Delegation.

Sheriff Jordan also explained he has brought the Sheriff's office into the 21st century and is very disappointed in the system.

Register of Deeds Kathi Guay stated she is also disappointed in the system and was never asked for her input or invited to attend any meetings.

Register of Deeds Kathi Guay urged the members to take a serious look at the experience in these offices.

Register of Deeds Kathi Guay explained that when the insurance rates increase, the Elected Officials see this increase as well.

County Attorney Howard Helrich explained he works very closely with the Sheriff's Office and has seen the changes in that department. Sheriff Jordan has brought that office into the 21st century.

Representative Kennedy stated we need these people and if they feel they deserve a raise then give them one.

Representative Anderson thanked the Sub-Committee members for their participation in salary and benefits setting process. In addition, he thanked those who attended both the Sub-Committee meetings and this Executive Committee meeting to offer his/her sincere comments.

Representative Anderson stated the next order of business was to ratify the Commissioners budget reductions.

County Administrator Kathleen Bateson stated she looked at the budget very closely and believes the reductions made are appropriate.

Representative Leber stated we asked the Commissioners to reduce the budget and they did. Let's take action.

Representative Leber moved approval of the Commissioners budget reductions. Seconded by Representative MacKay. Motion carried.

Representative Leber moved approval of the budget resolution has presented. Seconded by Representative MacKay. Motion carried 8 to 1.

Representative Anderson stated the next order of business is to approve a supplemental appropriation for the County Attorney's Office for a grant.

County Attorney Howard Helrich explained to the Executive Committee that his office applied for and was awarded a grant of \$40,000 for Project Safe Neighborhoods. It is a new crime reduction initiative from President Bush and US Attorney General Ashcroft. The program's focus is community prosecution and reduction of gun violence through cooperative and aggressive enforcement of existing local and federal laws.

The grant is \$40,000 for a three-year period. The grant program would employ an additional prosecutor. County Attorney Howard Helrich stated his office is down a prosecutor; therefore, this would bring the staffing levels back up to last years numbers. Discussion followed.

Representative Bouchard left the meeting for another appointment.

Representative MacKay moved approval of the supplemental appropriation of \$40,000. Seconded by Representative Leber. Motion carried 8 to 0.

Representative Clarke recommended that the Sheriff's salary be looked at should the Sheriff run and possibly consider a pay raise.

Representative Winter stated he agrees that the Sheriff has done a great job as well as the Register of Deeds and County Attorney. Their pay already reflects that.

Representative Clarke moved to reconsider salary study report and consider a 3% increase. Seconded by Representative Daneault. The motion failed to achieve the necessary two-thirds by a vote of 5 yes, 3 no.

Meeting adjourned at 11:15a.m.

Respectfully submitted,

Roy Maxfield, Clerk

2002 ANNUAL REPORT

MERRIMACK COUNTY DELEGATION MEETING MAY 15, 2002

Chairman William Leber called the meeting to order at 9:05 a.m.

Clerk James MacKay read the public notice posted on April 25, 2002 in the Concord Monitor.

The following Representatives were present:
Anderson, Bouchard, Brewster, Burney, Clarke, Colcord, Cummings, Daneault, Dunne, Fraser Leo, Fraser Marilyn, French, Gile, Hager, Jacobson, Kennedy, Leber, Lockwood, MacKay, Maxfield, Owen, Perkins, Potter, Reardon, Rodd, Rush, Soltani, Swindlehurst, Wallner, Winter and Yeaton.

Chairman William Leber stated the first order of business was the acceptance of the Elected Officials' Salaries and Benefits Study Committee Report dated May 6, 2002.

Representative Anderson stated the committee recommends the following salaries and benefits for Merrimack County Elected Officials for the next biennium beginning January 1, 2003:

Commissioner, Chair \$9,500 with no benefits
Commissioner, Vice Chairman \$9,000 with no benefits
Commissioner, Clerk \$9,000 with no benefits
Treasurer, \$7,500 with no benefits, County Attorney \$76,000 with the same benefits without

any steps, County Sheriff \$59,500 with the same benefits without any steps, Register of Deeds \$52,000 with the same benefits without any steps.

A lengthy discussion took place on the committee's report.

Representative Jacobson stated that the comparison used between the Attorney General's Office and the County Attorney's Office was a gimmick used by the former County Attorney Michael Johnson who received a \$16,000 increase.

Representative Kennedy is opposed to this report and will not support it.

Representative Anderson moved approval of the Elected Officials' Salaries and Benefits Study Committee Report dated May 6, 2002. Seconded by Representative Cummings. On a roll call vote motion carried 19 yes, 9 no.

Chairman William Leber thanked the committee members who served on the study committee.

Chairman William Leber stated the next order of business is to act on the Commissioners budget reductions.

Chairman William explained that in March the Delegation voted to cut the budget by \$500,000 and that the Commissioners find the reductions. The Commissioners have done that and now it is time to act on those reductions.

Representative Winter stated the Board of Commissioners did an excellent job at reducing the budget and would like to note that Grant Agencies were not affected by the reduction.

Representative Winter moved approval of the budget resolution. Seconded by Representative Cummings. On a roll call vote the motion carried 23 yes, 6 no.

Representative Brewster asked how the budget reduction would effect the Nursing Home. Nursing Home Administrator Bob Chase stated he would need to defer certain costs until next year.

Representative French stated she was not able to attend the Delegation Meeting in March due to the weather and will not support these budget cuts.

Representative Hager asked about the \$136,000 reduction in the Treasurer's Office. Treasurer Stuart Trachy explained this reduction is due to a decrease in interest rates and also new computer and hardware purchases.

Chairman Leber stated the next order of business is to act on the County Attorney's request for Grant acceptance and supplemental appropriation.

County Attorney Howard Helrich explained to the Delegation that his office applied for and was awarded a grant of \$40,000 for Project Safe Neighborhoods. It is a new crime reduction initiative from President Bush and US Attorney

General Ashcroft. The program's focus is community prosecution and reduction of gun violence through cooperative and aggressive enforcement of existing local and federal laws.

The grant is \$40,000 for a three-year period. The grant program would employ an additional prosecutor. County Attorney Howard Helrich stated his office is down a prosecutor; therefore, this would be bring the staffing levels back up to last year numbers. Discussion followed.

Representative Anderson moved approval of the Project Safe Neighborhoods Grant of \$40,000. Seconded by Representative MacKay. Motion carried.

Chairman William Leber explained that all members of the Delegation received a final report from the Merrimack County Functional Review Committee.

Chairman William Leber thanked all the members that participated in this process.

Chairman William Leber also explained that the Dispatch Services still needs to be looked at and has asked the Sheriff for a report to be discussed at the next meeting.

Representative Anderson moved approval of the final report from the Merrimack County Functional Review Committee. Seconded by Representative

Clarke. Motion carried.

Representative French thanked the Elected Officials and Department Heads that came to a town meeting in Henniker. Merrimack County is very fortunate to have these professionals.

Representative Gile noted that she would like to see an orientation of some sort be instituted for new members of the Delegation as well as returning members. This would allow all delegates to have a better understanding of the departments in Merrimack County.

Meeting adjourned at 10:05a.m.

James MacKay
Clerk
Merrimack County Delegation

2002 ANNUAL REPORT

MERRIMACK COUNTY DELEGATION EXECUTIVE COMMITTEE MEETING AUGUST 15, 2002

Representatives Bouchard, Clarke, Cummings, Daneault, Davis, Langer, Leber, Maxfield and Rush were present.

Representative Langer called the Executive Committee Meeting to order at 10:00a.m.

Representative Langer stated approval of the 2nd Quarter Financial Report was in order and that the group would start with Revenue.

Representative Langer asked why the property taxes line item was showing 100%. County Administrator Kathy Bateson explained that property taxes are not yet collected. Collection takes place in December.

Discussion followed on inmate holds.

Representative Cummings asked what the Fund Balance is for 2001. County Administrator Kathy Bateson stated \$2,935,000. Discussion followed.

Representative Cummings moved approval of the Revenue. Seconded by Representative Maxfield. Motion carried.

Representative Langer asked if there were any questions on Expenditures.

Representative Langer asked why the Treasurer's Outside Services was over budget. Treasurer Stuart Trachy explained this is due to a different banking institution directing Merrimack County. Merrimack County has paid for the bond ratings and will be making up any difference on the interest side.

Discussion followed on the Visitation Center.

Representative moved approval of the Expenditures. Seconded by Representative Davis. Motion carried.

Representative Davis stated a sub-committee meeting was held at the Nursing Home to discuss issues relative to the facility and its infrastructure.

Representative Davis further stated that the committee approved a long-range Planning Committee to review the Merrimack County Nursing Home's facility.

Nursing Home Administrator Bob Chase updated the Executive Committee on the happenings at the Nursing Home and stated that a study to identify the problem areas has been done.

Mr. Chase feels the Long Range Planning Committee members should consist of community members as well as the Commissioners and Delegation members. Discussion followed.

Representative Maxfield moved that the Chairman of the Delegation appoint a long-range Planning Committee. Seconded by Representative Daneault. Motion carried.

Representative Leber explained that proposals are now out for Alcoholic & Substance Abuse. Funding is \$100,000 each County.

County Administrator Kathy Bateson stated that Merrimack County is in the process of submitting a proposal.

Discussion followed on the progress of the new Corrections facility.

Meeting adjourned at 11:30a.m.
Respectfully submitted,

Roy Maxfield, Clerk

2002 ANNUAL REPORT

MERRIMACK COUNTY DELEGATION EXECUTIVE COMMITTEE MEETING DECEMBER 10, 2002

Representatives Anderson, Bouchard, Colcord, Davis, DeJoie, DeStefano, Fraser, Leber, Lockwood, MacKay, Maxfield, Rush.

Representative Lockwood nominated Representative Colcord for the position of Chairman of the Executive Committee. Seconded by Representative Davis.

Representative Lockwood nominated Representative Maxfield for the position of Vice Chairman of the Executive Committee. Seconded by Representative Anderson.

Representative Lockwood cast one vote for the nomination of Representative Maxfield for the position of Vice Chairman of the Executive Committee.

Representative DeJoie nominated Representative Bouchard for the position of Chairman of the Executive Committee. Seconded by Representative Davis.

Through a ballot process, Representative Colcord won the nomination of Chairman of the Executive Committee 7 to 5.

Representative Colcord nominated Representative Lockwood as Clerk of the Executive Committee.

Representative Colcord cast one vote for the nomination of Representative Lockwood as Clerk of the Executive Committee.

Chairman Colcord stated the next order of business was the approval by the Executive Committee for the County to borrow twenty four million dollars (\$24,000,000) for the year 2003.

Merrimack County Treasurer Stuart Trachy appeared before the Executive Committee. Chairman Colcord read the resolution for the tax anticipation notes. The resolution read as follows: "Resolved that, it being anticipated that no more than twenty four million dollars (\$24,000,000) will be needed during the fiscal year ending December 31, 2003 to meet the demands upon the County Treasury, which there is insufficient money to meet, the Merrimack County Treasurer is hereby authorized to borrow an amount no to exceed twenty four million dollars (\$24,000,000) during said year upon the order of the Board of Commissioners pursuant to NH RSA 29:8.

Representative Fraser motioned to adopt the resolution as printed. Seconded by Representative Davis. Motion passed unanimously.

Chairman Colcord stated the next order of business was the approval of the Third Quarter Financial Report.

County Administrator Kathleen Bateson explained that all in all everything looks good.

Representative Leber stated he would be working on the sub-committees and it is his wish that the committees take a really good look at this year's budget.

Representative Fraser moved that the Executive Committee Meeting be adjourned. Seconded by Representative Anderson. Motion passed unanimously.

The Executive Committee adjourned at 12:00p.m.

Priscilla Lockwood, Clerk
Merrimack County Executive Committee

2002 ANNUAL REPORT

MERRIMACK COUNTY DELEGATION PUBLIC HEARING AND DELEGATION MEETING DECEMBER 10, 2002

Chairman William Leber called the Public Hearing to order at 10:00a.m.

Chairman Leber appointed Representative Alf Jacobson as Chairman Pro Tem.

Chairman Pro Tem Alf Jacobson called for an introduction of the Delegation members, Merrimack County Commissioners and the County Department Heads.

Representative William Leber appointed Representative Roy Maxfield as Clerk Pro Tem.

Chairman Pro Tem Alf Jacobson read the public notice for the Merrimack County Public Hearing. Chairman Alf Jacobson asked for members of the public to present oral or written testimony regarding the 2003 budget as proposed by the Merrimack County Board of Commissioners.

Chairman Pre Tem Alf Jacobson called upon Commissioner Katherine Rogers to briefly present the estimates for the 2003 County Budget.

Commissioner Rogers stated that there is a 9% increase in expenditures, 12% increase in taxes, 6% increase in revenue. The Board of Commissioners did through their review process reduce the budget

by \$272,000. Commissioner Rogers also stated that a major part of the increase is due to the increase in benefits as well as the New Hampshire Retirement System. Commissioner Rogers further stated that the 2003 budget included two new Correctional Officers with a 21% decrease in revenue for the Corrections department due to Federal holds.

Representative Leber stated that the Mayor of Franklin appreciates the work of the Commissioners and will be sending a letter regarding the 2003 increase.

There being no further discussion from the Public, Chairman Pro Tem Alf Jacobson closed the public hearing at 10:15a.m.

Chairman Pro Tem Alf Jacobson opened the Merrimack County Delegation meeting following the public hearing.

Clerk Pro Tem Roy Maxfield read the public notice for the Merrimack County Delegation Meeting.

Clerk Pro Tem Roy Maxfield called the roll. A quorum was declared with 29 members present. The following representatives were present. Anderson, Blanchard, Bouchard, Brueggemann, Colcord, Daniels, Davis, DeJoie, DeStefano, Field, Fraser, French, Gile, Hager, Jacobson, Kennedy, Kenison, L'Heureux, Leber, Lockwood, MacKay, Marple, Maxfield, McCormick, Osborne, Potter, Rush, Seldin, and Wallner.

Chairman Pro Tem Alf Jacobson stated he would receive nominations for the position of Chairperson of the Delegation.

Representative Colcord nominated Representative William Leber as Chairman of the Delegation. Seconded by Representative Anderson.

Chairman Pro Tem Alf Jacobson closed the nomination and asked Clerk Pro Tem Representative Roy Maxfield to cast one ballot for Representative William Leber for the position of Chairman of the Delegation.

Chairman Leber stated he would receive nominations for the position of Vice-Chairman of the Delegation.

Representative Colcord nominated Representative Eric Anderson as Vice-Chairman of the Delegation. Seconded by Representative Kennedy.

Chairman Leber closed the nomination and asked Clerk Pro Tem Representative Roy Maxfield to cast one ballot for Representative William Leber for the position of Vice Chairman of the Delegation.

Chairman Leber stated he would receive nominations for the position of Clerk of the Delegation.

Representative Colcord nominated Representative James MacKay as Clerk of the Delegation. Seconded by Representative Hager.

Chairman Leber closed the nomination and asked Clerk Pro Tem Representative Roy Maxfield to cast one ballot for Representative James MacKay for the position of Clerk of the Delegation.

Chairman Leber stated the next order of business is to select an Executive Committee. Chairman Leber recessed the meeting at 10:50a.m. for caucus of the Republicans and Democrats respectively. Chairman Leber stated that the Executive would consist of 12 members.

Chairman Leber reopened the meeting at 11:15a.m.

Chairman Leber stated that before the Executive Committee is chosen, the Merrimack County Board of Commissioners would like to make a presentation to those members that are no longer on the Delegation.

Commissioners Rogers and Lamach presented those members of the Delegation who will no longer be on the committee with clocks, pins and resolutions for their time and energy on the Delegation. A round of applause for those members were given.

Chairman Leber asked for nominations for the Republican members of the Delegation and Democrat members of the Delegation to become members of the Executive Committee.

Representative Jacobson nominated the Republican members of the Executive Committee as follows: Lockwood, Maxfield, Fraser, Colcord, Leber, Anderson and MacKay.

Representative Wallner nominated the Democrat members of the Executive Committee as follows: Dejoie, Bouchard, DeStefano, Davis and Rush.

Chairman Leber made a motion that nominations be closed and one vote be cast for all members. Seconded by Representative Hager. Motion carried by voice vote unanimously.

Chairman Leber stated the next order of business would be the resolution authorizing continuation of expenditures. Chairman Leber read the resolution as follows: Be it resolved, until appropriations for Merrimack County for 2003 are approved, departments and agencies are authorized to continue in 2003, at rates and expenditures authorized for 2002.

Representative Kenison made a motion to adopt the proposed resolution. Seconded by Representative French. Motion passed unanimously.

Commissioner Lamach briefed the members on the Merrimack County House of Corrections project. Discussion followed.

Chairman Leber adjourned the meeting at 11:40a.m.

Respectively submitted,

James MacKay

Clerk

Merrimack County Delegation

**MERRIMACK COUNTY BOARD OF
COMMISSIONERS**

Merrimack County experienced yet another busy year in 2002.

The Board of Commissioners approved a County Facilities Study to be done by Patricia Sherman from Sherman Greiner & Halle in regards to space issues at the Merrimack County Nursing Home as well as the Concord Complex.

The Merrimack County Delegation approved a \$21,200,000 bond for the purpose of constructing and improving facilities at the Merrimack County Department of Corrections.

The Board of Commissioners hired Ricci Associates as Program Manager to oversee the operations of the new jail project. After the request for qualifications were completed, Ricci Associates received proposals from five qualified Design/Build teams. From these five teams, the Board interviewed three. The Board approved Grainger Northern, Inc., as the design/build team for the new jail project.

The Board of Commissioners awarded the following employees with Employee of The Year Awards. George Langwasser, Karen Sotile, Wanda Bourgeois, Christine Averill, James Lewko, Peggy Kraft, and Cecile Budro.

Respectfully submitted,
Katherine D. Rogers, Chairman

2002 ANNUAL REPORT

MERRIMACK COUNTY TREASURER'S REPORT

Submitted here with is the 2002 Audited Financial Report for Merrimack County.

I would like to acknowledge the great work of Dick Zack and Mike Rivard who have served the Treasurer's Office very capably for many years. I am very grateful for their assistance.

Respectfully submitted,

Stuart D. Trachy
Merrimack County Treasurer

GRZELAK & COMPANY, PC, CPA's

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Tel 524-6734 Fax 524-6071

American Institute of CPA's (AICPA)

NH Society of CPA's (NHSCPA)



INDEPENDENT AUDITOR'S REPORT

To the Board of Commissioners
County of Merrimack, New Hampshire

We have audited the accompanying general purpose financial statements of the County of Merrimack as of and for the year ended December 31, 2002, as listed in the table of contents. These general purpose financial statements are the responsibility of the County of Merrimack's management. Our responsibility is to express an opinion on these general purpose financial statements based on our audit.

We conducted our audit in accordance with auditing standards generally accepted in the United States of America. Those standards require that we plan and perform the audit to obtain reasonable assurance about whether the general purpose financial statements are free of material misstatement. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the general purpose financial statements. An audit also includes assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall general purpose financial statement presentation. We believe that our audit provides a reasonable basis for our opinion.

In our opinion the general purpose financial statements referred to above present fairly, in all material respects, the financial position of the County of Merrimack as of December 31, 2002, and the results of its operations and cash flows of its proprietary fund for the year then ended in conformity with accounting principles generally accepted in the United States of America.

Our audit was conducted for the purpose of forming an opinion on the general purpose financial statements taken as a whole. The individual and combining fund financial statements and schedules listed in the table of contents are presented for purposes of additional analysis and are not a required part of the general purpose financial statements of the County of Merrimack. Such information has been subjected to the auditing procedures applied in the audit of the general purpose financial statements and, in our opinion, is fairly stated in all material respects in relation to the general purpose financial statements taken as a whole.

GRZELAK AND COMPANY, P.C., CPA's
Laconia, New Hampshire

February 20, 2003

Exhibit A

COUNTY OF MERRIMACK, NEW HAMPSHIRE

COMBINED BALANCE SHEET - ALL FUND TYPES AND ACCOUNT GROUPS

As of December 31, 2002

	Governmental Fund Types			Capital Projects Funds	Proprietary Funds		Fiduciary Funds Trust and Agency Funds	Account Groups			TOTALS
	General Fund	Special Revenue Funds	MCNH Enterprise Fund		General Long-Term Debt	General Fixed Assets					
ASSETS											
Cash and Cash Equivalents	\$ -	\$ 4,934	\$ -	\$ 500	\$ 1,553,902	\$					1,559,336
Accounts Receivable	129,863	7,492	-	1,418,893	34,764						1,591,012
Allowance for Doubtful Accounts	-	-	-	(4,865)	-						(4,865)
Investments	3,255,842	-	1,052,685	-	36,055						4,344,582
Due from Other Governments	-	23,152	-	-	-						23,152
Due from Other Funds	7,870,235	53,675	-	-	88,000						8,011,910
Inventory	-	-	-	169,537	-						169,537
Other Current Assets	4,800	-	-	4,650,613	-						4,800
Property and Equipment, Net	-	-	-	-	-				\$ 10,052,653		14,703,266
Other Assets	-	-	-	-	-						-
Amount to be Provided for Retirement of General Long-Term Debt and Other Obligations	-	-	-	-	-				\$ 999,526		999,526
TOTAL ASSETS	\$ 11,260,740	\$ 89,253	\$ 1,052,685	\$ 6,234,678	\$ 1,712,721	\$	999,526	\$ 10,052,653	\$ 999,526		\$ 31,402,256

LIABILITIES									
Accounts Payable	\$ 1,641,460	\$ -	\$ 165,000	\$ 276,866	\$ -			\$	2,083.3
Cash Overdraft	139,028	-	-	-	-				139.0
Accrued Expenses	2,565,273	-	-	1,155,855	-				3,721.1
Deferred Revenue (See Note 1 - C)	-	-	-	3,980,384	2,986				3,983.3
Due to Other Governments	-	-	-	-	1,025,479				1,025.4
Due to Other Funds	44,657	40,259	47,709	7,571,159	308,126				8,011.9
Due to Individuals/Groups	-	-	-	-	195,252				195.2
Other Current Liabilities	-	-	-	-	4,403				9.5
Tax Anticipation Notes	5,137	-	-	-	-				
Bonds Payable	-	-	-	-	-				
Capital Lease Obligations	-	-	1,500,000	-	-		\$	54,963	1,500.0
Compensated Absences	-	-	-	-	-			244,563	54.9
General Obligation Long-Term	-	-	-	-	-				244.5
Debt - Bonds and Notes	-	-	-	1,350,000	-			700,000	2,050.0
TOTAL LIABILITIES	4,395,555	40,259	1,712,709	14,334,264	1,536,246			999,526	23,018.5
FUND EQUITY									
Contributed Capital	-	-	-	-	850,750				850.7
Retained Earnings (See Note 1 - L, Fund Equity)	-	-	-	-	(8,950,336)				(8,950.3)
Investment in General Fixed Assets	-	-	-	-	-			10,052,653	10,052.6
Fund Balance									
Reserved									
Encumbrances	-	-	-	-	-				
Unreserved									
Designated	-	-	-	-	-				
Undesignated (See Note 1 - L, Fund Equity)	6,865,185	48,994	(660,024)	-	176,475				
TOTAL FUND EQUITY	6,865,185	48,994	(660,024)	(8,099,586)	176,475			-	8,383.6
TOTAL LIABILITIES AND FUND EQUITY	\$ 11,260,740	\$ 89,253	\$ 1,052,685	\$ 6,234,678	\$ 1,712,721			\$ 999,526	\$ 31,402.2

The notes to financial statements are an integral part of this statement.
Exhibit Page - 2

Exhibit B
COUNTY OF MERRIMACK, NEW HAMPSHIRE
COMBINED STATEMENT OF REVENUES, EXPENDITURES AND CHANGES IN FUND BALANCE
ALL GOVERNMENTAL FUND TYPES AND EXPENDABLE TRUST FUNDS
For the Year Ended December 31, 2002

	Governmental Fund Types			Fiduciary Funds	TOTALS
	General Fund	Special Revenue Funds	Capital Projects Funds	Expendable Trust Funds	
REVENUES					
Taxes	\$ 20,970,250	\$ -	\$ -	-	\$ 20,970,250
Intergovernmental	655,704	534,486	-	-	1,190,190
Charges for Services	2,821,992	106,572	-	-	2,928,564
Miscellaneous	237,127	-	5,167	60,050	302,344
	<u>24,685,073</u>	<u>641,058</u>	<u>5,167</u>	<u>60,050</u>	<u>25,391,348</u>
OTHER FINANCING SOURCES					
Operating Transfers In	-	514,102	13,301	-	527,403
Proceeds from Sale of Bonds	-	-	-	-	-
	<u>-</u>	<u>514,102</u>	<u>13,301</u>	<u>-</u>	<u>527,403</u>
TOTAL REVENUES AND OTHER FINANCING SOURCES	<u>24,685,073</u>	<u>1,155,160</u>	<u>18,468</u>	<u>60,050</u>	<u>25,918,751</u>

EXPENDITURES

[illegible]

The notes to financial statements are an integral part of this statement.

Exhibit C

COUNTY OF MERRIMACK, NEW HAMPSHIRE
COMBINED STATEMENT OF REVENUES, EXPENDITURES AND CHANGES IN FUND BALANCE
BUDGET (GAAP) AND ACTUAL - GOVERNMENTAL FUND TYPES WITH ADOPTED ANNUAL BUDGETS
For the Year Ended December 31, 2002

	General Fund			Special Revenue Funds		
	Budget	Actual	Variance Favorable or (Unfavorable)	Budget	Actual	Variance Favorable or (Unfavorable)
REVENUES						
Taxes	\$ 20,970,250	\$ 20,970,250	\$ -	\$ -	\$ -	\$ -
Intergovernmental	625,183	655,704	30,521	739,239	534,486	(204,753)
Charges for Services	2,197,239	2,821,992	624,753	72,000	106,572	34,572
Miscellaneous	222,000	237,127	15,127	-	-	-
	24,014,672	24,685,073	670,401	811,239	641,058	(170,181)
OTHER FINANCING SOURCES						
Operating Transfers In	-	-	-	-	514,102	514,102
	-	-	-	-	514,102	514,102
TOTAL REVENUES AND OTHER FINANCING SOURCES	24,014,672	24,685,073	670,401	811,239	1,155,160	343,921

The notes to financial statements are an integral part of this statement
Exhibit Page - 5

EXPENDITURES

Administration	391,885	397,006	(5,121)	-	-
Treasurer	223,378	226,741	(3,363)	-	-
Information Technology	308,079	288,605	39,474	-	-
Purchasing	121,777	120,879	898	-	-
Delegation	8,892	6,730	2,162	-	-
County Attorney	2,056,271	1,943,898	112,373	-	-
Register of Deeds	706,079	698,309	7,770	-	-
Sheriff's Department	1,729,893	1,710,555	19,338	-	-
Dispatch	306,739	291,683	15,056	-	-
Medical Referee	60,000	64,496	(4,496)	-	-
Concord Complex Maintenance	369,260	356,741	12,519	-	-
Human Services	9,660,575	9,796,757	(136,182)	-	-
Corrections Department	4,119,412	4,335,481	(216,069)	-	-
Corrections Academy	108,727	113,232	(4,505)	-	-
Residential Properties	5,100	6,169	(1,069)	-	-
Miscellaneous	94,916	77,956	16,960	-	-
Debt Service - Principal	100,000	100,000	-	-	-
Debt Service - Interest	331,370	287,029	44,341	-	-
	<u>20,702,353</u>	<u>20,802,267</u>	<u>(99,914)</u>	<u>1,328,456</u>	<u>1,167,486</u>
				<u>1,328,456</u>	<u>1,167,486</u>

OTHER FINANCING USES

Operating Transfers Out	-	521,185	(521,185)	-	-
	<u>-</u>	<u>521,185</u>	<u>(521,185)</u>	<u>-</u>	<u>-</u>
				<u>1,328,456</u>	<u>1,167,486</u>
	<u>20,702,353</u>	<u>21,323,452</u>	<u>(621,099)</u>		<u>160,970</u>

**TOTAL EXPENDITURES AND
OTHER FINANCING USES****EXCESS OF REVENUES AND
OTHER FINANCING SOURCES
OVER (UNDER) EXPENDITURES
AND OTHER FINANCING USES**

	3,312,319	3,361,621	49,302	(517,217)	(12,326)
	-	40,550	40,550	-	-

CHANGE IN RESERVES**UNRESERVED FUND BALANCE
CHANGE, NET**

	3,312,319	3,402,171	89,852	(517,217)	(12,326)
--	-----------	-----------	--------	-----------	----------

BALANCE - January 1

	540,550	3,463,014	2,922,464	-	61,320
--	---------	-----------	-----------	---	--------

BALANCE (DEFICIT) - December 31

	<u>\$ 3,852,869</u>	<u>\$ 6,865,185</u>	<u>\$ 3,012,316</u>	<u>\$ (517,217)</u>	<u>\$ 48,994</u>
					<u>\$ 566,211</u>

The notes to financial statements are an integral part of this statement.
Exhibit Page - 6

Exhibit D
COUNTY OF MERRIMACK, NEW HAMPSHIRE
COMBINED STATEMENT OF REVENUES, EXPENSES AND CHANGES IN
RETAINED EARNINGS - PROPRIETARY FUND TYPES
For the Year Ended December 31, 2002

	<u>MCNH</u> <u>Enterprise</u> <u>Fund</u>
OPERATING REVENUES	
Charges for Services	\$ 15,070,474
Intergovernmental Revenues	-
Other	-
	<u>15,070,474</u>
OPERATING EXPENSES	
Administration	4,445,430
Purchasing	-
Dietary	1,803,981
Nursing	8,960,923
Maintenance	1,078,060
Water Treatment Plant	16,030
Laundry and Linens	532,214
Housekeeping	800,507
Assisted Living	197,130
Recreation	437,210
Rehabilitation	500,499
Social Services	132,047
Medical Director	204,806
Depreciation	396,503
	<u>19,505,340</u>
OPERATING INCOME (LOSS)	(4,434,866)
NON-OPERATING REVENUES (EXPENSES)	
Interest Expense	(79,538)
	<u>(79,538)</u>
INCOME (LOSS) BEFORE OPERATING TRANSFERS	(4,514,404)
TRANSFERS IN (OUT)	-
NET INCOME (LOSS)	(4,514,404)
Add Back: Depreciation on Contributed Capital	-
Less: Change in Budgetary Reserves	-
RETAINED EARNINGS (DEFICIT) - January 1	(4,435,932)
RETAINED EARNINGS (DEFICIT) - December 31	<u><u>\$ (8,950,336)</u></u>

The notes to financial statements are an integral part of this statement.
Exhibit Page - 7

Exhibit E
COUNTY OF MERRIMACK, NEW HAMPSHIRE
COMBINED STATEMENT OF CASH FLOWS - PROPRIETARY FUND TYPES
For the Year Ended December 31, 2002

	<i>Proprietary Funds</i>
	<i>MCNH</i>
	<i>Enterprise</i>
	<i>Fund</i>
CASH FLOWS FROM OPERATING ACTIVITIES	
Operating Income (Loss)	\$ (4,434,866)
Adjustments:	
Depreciation	396,503
Changes In Assets and Liabilities:	
Accounts Receivable	(31,971)
Inventories and Prepaids	1,788
Other Assets	22,795
Accounts Payable and Accrued Expenses	(38,558)
Deferred Revenue	3,980,384
Due to Other Governments	-
Due to Other Funds	750,424
Other Liabilities	-
<i>Net Cash (Used for) Provided By Operating Activities</i>	<u>646,499</u>
CASH FLOWS FROM INVESTING ACTIVITIES	
Proceeds (Purchases) of Investments	-
<i>Net Cash (Used for) Provided By Investing Activities</i>	<u>-</u>
CASH FLOWS FROM NONCAPITAL FINANCING ACTIVITIES	
Operating Transfer In (Out)	-
Noncapital Debt Proceeds (Payments)	-
<i>Net Cash (Used for) Provided By Capital and Related Financing Activities</i>	<u>-</u>
CASH FLOWS FROM CAPITAL AND RELATED FINANCING ACTIVITIES	
Fixed Asset (Purchases) Disposals	(266,961)
Capital Debt Proceeds (Payments)	(300,000)
Interest on Capital Debt	(79,538)
Contributed Capital, net	-
<i>Net Cash (Used for) Provided By Investing Activities</i>	<u>(646,499)</u>
NET INCREASE (DECREASE) IN CASH	-
CASH BALANCE - January 1	500
CASH BALANCE - December 31	<u>\$ 500</u>

The notes to financial statements are an integral part of this statement.
Exhibit Page - 8

COUNTY OF MERRIMACK, NEW HAMPSHIRE
NOTES TO FINANCIAL STATEMENTS
December 31, 2002

1. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

The financial statements of the County of Merrimack, New Hampshire (hereinafter referred to as the "County" or "Government") have been prepared in conformity with Generally Accepted Accounting Principles (GAAP) as applied to government units, except as disclosed. The Governmental Accounting Standards Board (GASB) is the accepted standard-setting body for establishing governmental accounting and financial reporting principles. The more significant of the GASB's generally accepted accounting principles applicable to the County, and the County's conformity with such principles, are described below. These disclosures are an integral part of the County's financial statements.

A. THE REPORTING ENTITY

The County of Merrimack operates under the Delegation – Commissioner form of government and provides County services as authorized by state statutes. As required by GAAP, specifically *Statement #14 of the Governmental Accounting Standards Board, "The Financial Reporting Entity,"* these financial statements are required to present the County of Merrimack (the "primary government") and its "component units" (if any). A *primary government* is defined by the GASB as any state government or general-purpose local government. Additionally, a primary government may also consist of a special-purpose government (such as a school district) that meets *all* of the following criteria: (a) it has a *separately elected governing body*; (b) it is *legally separate*; and (c) it is *fiscally independent* of other governments.

A *component unit* is defined by the GASB as a legally separate organization for which *the elected officials of the primary government are "financially accountable."* The primary government is financially accountable if it appoints a voting majority of the organization's governing body *and* (1) it is *able to impose its will* on that organization *or* (2) there is a potential for the organization to provide *specific financial benefits to, or impose specific financial burdens on,* the primary government. A primary government may also be financially accountable if an organization is "*fiscally dependent*" on the primary government. *Fiscal independency* is defined by the GASB as the ability to complete certain *essential fiscal events without substantive approval by a primary government*; (a) determine its budget without another government's having the authority to approve and modify that budget, (b) levy taxes or set rates or charges without approval by another government, and (c) issue bonded debt without approval by another government. *Based upon the application of these criteria, the following is a brief review of each potential component unit addressed in defining the County's reporting entity.*

RELATED ORGANIZATIONS. A related organization is an organization for which the County is accountable because it appoints a voting majority of the board, but is not financially accountable. In such circumstances accountability flows from the notion that individuals are obliged to account for their acts, including the acts of the officials they appoint, sometimes, however, appointments are not substantive and others may have oversight responsibility for those officials after appointment. *The County has no reportable related organizations.*

JOINT VENTURES. A joint venture is a legal entity or other organization that results from a contractual arrangement and that is owned, operated and governed by two or more participants as a separate and specific activity subject to joint control, in which the participants retain (a) an *ongoing financial interest* or (b) an *ongoing financial responsibility.*

JOINTLY GOVERNED ORGANIZATIONS. The State of New Hampshire provides for the creation of regional multi-governmental arrangements that are governed by representatives from each of the governments that create the organization. Although these organizations may appear similar to joint ventures - in that they provide goods and services to the citizenry of two or more governments - they do not meet the definition of a joint venture because there is no ongoing financial interest or responsibility by the participating governments. *The County has no jointly governed organizations to disclose in accordance with GASB #14.*

COUNTY OF MERRIMACK, NEW HAMPSHIRE
NOTES TO FINANCIAL STATEMENTS
December 31, 2002

B. BASIS OF PRESENTATION - FUND ACCOUNTING

The accounts of the County are organized on the basis of funds and account groups, each of which is considered a separate accounting entity. The County has created several types of funds and a number of discrete funds within each fund type. Each fund is accounted for by a separate set of self-balancing accounts that comprise its assets, liabilities, fund balance, revenues, and expenditures/expenses. The individual funds account for the governmental resources allocated to them for the purpose of carrying on specific activities in accordance with laws, regulations, or other restrictions. *Funds are classified into three broad fund categories: Governmental, Proprietary and Fiduciary funds. Each fund category, in turn, is further divided into separate fund types described as follows:*

Governmental Funds

Governmental funds are used to account for most of a government's programs and activities, including the collection and disbursement of earmarked monies (*special revenue funds*), and the acquisition or construction of general fixed assets (*capital projects funds*) or the accumulation of resources for the payment of principal and interest (*debt service funds*). The *general fund* is used to account for all activities of the government not accounted for in some other fund. The presentation format of the general-purpose financial statements includes all governmental fund types; funds with account balances or transaction activity for the year ended December 31, 2002 are clearly identifiable.

Proprietary Funds

Proprietary funds are used to account for activities *similar to those found in the private sector*, where the determination of net income is necessary or useful to sound financial administration. Goods or services from such activities can be provided either to outside parties (*enterprise funds*) or to other departments or agencies primarily within the County (*internal service funds*). The Merrimack County Nursing Home is accounted for through an Enterprise Fund. Although the Nursing Home Enterprise Fund is designated as Self-supporting, a significant component of its income and funding may come in the form of a subsidy from the General Fund on an annual and recurring basis.

Fiduciary Funds

Fiduciary funds are used to account for the *assets held on behalf of outside parties, including other governments, or on behalf of other funds within a government*. When these assets are held under the terms of a formal trust agreement, either a nonexpendable trust fund or expendable trust fund is used. The terms "*nonexpendable*" and "*expendable*" refer to whether or not a government is under an obligation to maintain the trust principal. Agency funds generally are used to account for assets that the government holds on behalf of others.

Account Groups

General fixed assets are not capitalized in the funds used to acquire or construct them. *Instead, GAAP requires that capital acquisition and construction are reflected as expenditures in the governmental funds, and the related assets are to be reported in the General Fixed Assets Account Group.*

All purchased fixed assets are to be valued at cost where historical records are available and at an estimated historical cost where no historical records exist.

Donated fixed assets are to be valued at their estimated fair market value on the date received.

Public domain ("infrastructure") general fixed assets consisting of parking lots, walkways, curbs and gutters, drainage systems and lighting systems are not required to be capitalized, as these assets are immovable and of value only to a government.

Assets that should be reported in the general fixed assets account group are not depreciated.

Long-Term debt is recognized as a liability of a governmental fund primarily when due. For other long-term obligations, including compensated absences, only that portion *expected to be financed from expendable available financial resources* is reported as a fund liability of a governmental fund. The remaining portion of such debt and other obligations are reported in the General Long-Term Debt Account Group.

The General Fixed Asset and Long-Term Debt Account Groups are not "funds." They are concerned only with the measurement of financial position and not with results of operations.

COUNTY OF MERRIMACK, NEW HAMPSHIRE
NOTES TO FINANCIAL STATEMENTS
December 31, 2002

C. BASIS OF ACCOUNTING

The accounting and financial reporting treatment applied to a fund is determined by its measurement focus. *All governmental funds and expendable trust funds are accounted for using a current financial resources measurement focus.* With this measurement focus, only current assets and current liabilities generally are included on the balance sheet. Operating statements of these funds present increases (i.e., revenues and other financing sources) and decreases (i.e., expenditures and other financing uses) in net current assets.

All proprietary funds and nonexpendable trust funds are accounted for on a flow of economic resources measurement focus. With this measurement focus, all assets and all liabilities associated with the operation of these funds are included on the balance sheet. *Fund equity* (i.e., net total assets) is segregated into contributed capital and retained earnings components. Proprietary fund-type operating statements present increases (e.g., revenues) and decreases (e.g., expenses) in net total assets.

The modified accrual basis of accounting is used by all governmental fund types, expendable trust funds and agency funds. Under the modified accrual basis of accounting, revenues are recognized when susceptible to accrual (i.e., when they become both measurable and available). "Measurable" means the amount of the transaction can be determined and "available" means collectible within the current period or soon enough thereafter to be used to pay liabilities of the current period. Miscellaneous fees and revenues are recorded as revenues when received in cash. The annual County assessment (due from the local taxing municipality in accordance with New Hampshire law) and investment earnings are recorded when earned (when they are measurable and available). *Expenditures are recognized in the accounting period in which the fund liability is incurred, if measurable, except principal and interest on debt service and other long-term obligations, which are recognized when due to be paid.*

The accrual basis of accounting is utilized by proprietary fund types and nonexpendable trust funds. Under this method, revenues are recorded when earned and expenses are recorded when incurred.

The County may report *deferred revenue* on its combined balance sheet when a potential revenue does not meet both the "measurable" and "available" criteria for recognition in the current period or when resources are received by the government before it has a legal claim to them (such as grant monies). In subsequent periods, when both revenue recognition criteria are met, or when the County has a legal claim to the resources, the liability for deferred revenue is removed from the combined balance sheet and revenue is recognized. At December 31, 2002 the Nursing Home Enterprise Fund reported deferred revenue in the amount of \$3,980,384 representing "Proshare Payments" from the NH Department of Health and Human Services. As of March 18, 2003 it was estimated that the County would be returning \$2,682,041 to NH DHHS. The balance of \$1,298,343 would be retained by the County and be reported as revenue in 2003.

D. BUDGETS

Governmental revenues and expenditures are controlled by a formal integrated budgetary system which is substantially consistent with both Generally Accepted Accounting Principles (GAAP) and applicable State finance-related laws and regulations which govern the County's operations. The County budget is formally acted upon at the County Convention. *At year-end, all unencumbered "annual" appropriations lapse. Other appropriations, which have a "longer than annual" authority (such as special grant or capital related activities) may carry over at year-end if the governing body intends to continue or complete the special purpose for which the funds were established.* State legislation also requires balanced budgets and in most cases, the use of some portion of the beginning General Fund unreserved fund balance to reduce the amount of taxes to be raised. For the year ended December 31, 2002, \$540,550 was used to reduce taxes.

COUNTY OF MERRIMACK, NEW HAMPSHIRE
NOTES TO FINANCIAL STATEMENTS
December 31, 2002

E. ENCUMBRANCES

Encumbrances accounting is utilized in the governmental funds to account for commitments relating to unperformed contracts for goods and services. *Encumbrances outstanding at year end are reported as reservations of fund balance and do not constitute expenditures or liabilities of the governmental fund, but are carried forward to supplement appropriations of the succeeding year.*

F. CASH, CASH EQUIVALENTS AND INVESTMENTS

Cash and equivalent accounts include amounts in demand and savings account deposits as well as short-term investments (such as certificates of deposits) with a maturity date within three months of the date acquired by the County. Investments, if any, are stated at cost (for equity instruments) or amortized cost (for debt instruments).

Supplemental disclosure of cash flow information for the Merrimack County Nursing Home Enterprise Fund are as follows:

Cash paid for interest	\$79,538
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G. DUE TO AND DUE FROM OTHER FUNDS

Interfund receivables and payables arise from interfund transactions and are recorded by all funds affected in the period in which the transactions are executed. *Quasi-external transactions* are accounted for as revenues, expenditures or expenses. Transactions that constitute *reimbursements* to a fund are recorded as expenditures/expenses in the reimbursing fund and as reductions of expenditures/expenses in the fund that is reimbursed. Nonrecurring or permanent transfers of equity are reported as *residual equity transfers*. All other interfund transfers are reported as *operating transfers*. *Individual interfund balances at December 31, 2002 were as follows:*

FUND	Due From	Due To
General Fund	\$ 7,870,235	\$ 44,657
Special Revenue Funds	53,675	40,259
Capital Project Funds	-	47,709
Enterprise Fund	-	7,571,159
Trust and Agency Funds	88,000	308,126
	<u>\$ 8,011,910</u>	<u>\$ 8,011,910</u>

H. INVENTORIES

Inventories in the Merrimack County Nursing Home Enterprise Fund are accounted for under the accrual basis of accounting and are valued at the lower of cost (first-in, first-out basis) or market.

Inventories of the General Fund are accounted for utilizing the *purchase method*. Under this method, *inventories are recorded as expenditures when purchased*. When inventory amounts are material (significant) at year end they are to be reported as assets of the respective fund and are to be equally offset by a fund balance reserve.

I. LONG-TERM OBLIGATIONS

Long-Term obligations of the County are reported in the *General Long-Term Debt Account Group*. Expenditures for debt service and other long-term obligations (including compensated absences) are recorded when they are due, or when they are expected to be liquidated with the expendable available financial resources of a governmental fund.

COUNTY OF MERRIMACK, NEW HAMPSHIRE
NOTES TO FINANCIAL STATEMENTS
December 31, 2002

J. FIXED ASSETS

Property, plant, and equipment of all funds are stated at historical cost. Governmental fund fixed assets are recorded in the General Fixed Assets Account Group and are not depreciated. Proprietary fund fixed assets are recorded in the respective fund and depreciated using the straight-line method. When proprietary fund fixed assets are disposed, the cost and applicable accumulated depreciation are removed from the respective accounts, and the resulting gain or loss is recorded in operations. Estimated useful lives, in years, and historical cost for depreciable assets are as follows:

	Useful Lives	GFAAG	Enterprise Fund
Land	12 - 40 years	\$ -	\$ 20,000
Buildings and improvements	5 - 40 years	4,447,594	10,182,761
Moveable Equipment	3 - 20 years	5,605,059	1,596,718
		<u>\$ 10,052,653</u>	<u>\$ 11,799,479</u>
Less: Accumulated Depreciation		-	(7,148,866)
		<u>\$ 10,052,653</u>	<u>\$ 4,650,613</u>

Changes in Fixed Assets

A summary of changes in general and proprietary fund fixed assets is as follows:

	1/1/2002	Additions	Reductions	12/31/2002
General Fund				
Land and Improvements	\$ -	\$ -	\$ -	\$ -
Buildings and Improvements	4,637,134	-	189,540	4,447,594
Moveable Equipment	4,957,656	742,195	94,792	5,605,059
Totals	<u>\$ 9,594,790</u>	<u>\$ 742,195</u>	<u>\$ 284,332</u>	<u>\$ 10,052,653</u>
Proprietary Fund				
Land and Improvements	\$ 377,306	\$ 139,609	\$ -	\$ 516,915
Buildings and Improvements	9,135,063	553,516	2,733	9,685,846
Moveable Equipment	2,107,422	(303,555)	207,149	1,596,718
Totals	<u>\$ 11,619,791</u>	<u>\$ 389,570</u>	<u>\$ 209,882</u>	<u>\$ 11,799,479</u>

Capitalized Interest

Interest costs are capitalized when incurred by proprietary funds and similar component units on debt where proceeds were used to finance the construction of assets. Interest earned on proceeds of tax-exempt borrowing arrangements restricted to the acquisition of qualifying assets is offset against interest costs in determining the amount to be capitalized. For the year ended December 31, 2002, no construction period interest costs were capitalized.

COUNTY OF MERRIMACK, NEW HAMPSHIRE
NOTES TO FINANCIAL STATEMENTS
December 31, 2002

K. COMPENSATED ABSENCES

County employees are sometimes entitled to certain *compensated absences* based, in part, on their length of employment. In accordance with GASB Statement #16, "Accounting for Compensated Absences", compensated absences that are expected to be liquidated with expendable available financial resources are reported as an expenditure and a fund liability of the governmental fund that will pay it. Amounts of such compensated absences that are not expected to be liquidated with expendable available financial resources are reported in the general long-term debt account group (and no fund liability or expenditure is reported for these amounts).

The calculation of compensated absences can include (a) vacation leave that is attributable to past service in which it is probable that the County will compensate the employee through paid time off or cash payment at termination or retirement, and (b) vested sick leave in which it is probable that the County will compensate the employee through cash payment conditioned on the employee's termination or retirement calculated under the "vesting method." The calculation also includes the incremental cost of any item associated with compensation payments such as the employer share of social security, Medicare and retirement.

L. FUND EQUITY

For governmental funds: the unreserved fund balances represent the amount available for budgeting future operations; the reserved fund balances represent the amounts that have been legally identified for specific purposes and are not appropriable for expenditure; and the designated fund balances represent tentative plans for future use of financial resources. For governmental and other funds, equities can be reserved for endowments (the principal balances of nonexpendable trust funds plus any unspent income balances), reserved for encumbrances (commitments relating to unperformed contracts for goods and services), reserved for continuing appropriation (commitments relating to unperformed non-lapsing appropriations) or reserved for inventory (recorded at year end, if material, under the purchase method) or prepaids.

The following funds reported deficit fund balances / retained earnings at December 31, 2002:

- Nursing Home Enterprise Fund – The Nursing Home Enterprise Fund's deficit earnings of \$8,950,336 is the cumulative result of operations. At a County Commissioners meeting dated April 25, 2003 the Commissioners voted to transfer \$5,573,218 of the General Fund Unreserved Fund Balance to the Nursing Home Enterprise Fund in order to subsidize the deficit in the Nursing Home. Management intends to fund the balance of the Nursing Home's deficit through future operations and general fund subsidies.
- Jail Building Capital Projects Fund – The Jail Building Fund's deficit of \$725,488 is the cumulative total of expenditures incurred prior to the receipt of authorized funding.

M. MEMORANDUM ONLY - TOTAL COLUMNS

The combined general-purpose financial statements include total columns that are described as memorandum only. Data in these columns do not present financial position, results of operations or cash flows in conformity with generally accepted accounting principles. Interfund transactions have not been eliminated from the total column of each financial statement.

COUNTY OF MERRIMACK, NEW HAMPSHIRE
NOTES TO FINANCIAL STATEMENTS
December 31, 2002

2. STEWARDSHIP, COMPLIANCE AND ACCOUNTABILITY

Deposits and Investments

The County Treasurer is authorized by State statutes to invest *excess funds*, with the approval of the Commissioners, in:

- obligations of the United States Government,
- savings bank deposits of banks incorporated under the laws of the State of New Hampshire,
- certificates of deposit of banks incorporated under the laws of the State of New Hampshire or in national banks located within the states of New Hampshire or Massachusetts, or,
- "participation units" of the New Hampshire Public Deposit Investment Pool established under RSA 383:22.

The receiver of such public funds to be deposited or to be invested in securities shall, "prior to acceptance of such funds," provide a collateralization option (represented by exclusively segregated securities defined by the Bank Commissioner as qualifying under RSA 386:57) for such funds in an amount "at least equal to" the amount to be deposited or invested in securities.

For the year ended December 31, 2002, the County was in compliance with these applicable deposit and investment state laws and regulations.

Risk Management

The County is exposed to various *risks of loss* related to torts; theft of, damage to, and destruction of assets; errors and omissions; injuries to employees; and natural disasters. *The County purchases commercial insurance coverage for all general insurance risks, property liability risks and for the protection of assets and workers compensation.*

Claims, Judgments and Contingent Liabilities

Grants

Amounts received are subject in later years to review and adjustment by grantor agencies, principally the federal and state governments. At such time, any disallowed claims, including amounts already collected, may constitute a liability of the County and the applicable funds. *At December 31, 2002, the County believes that disallowed expenditures, if any, based on subsequent review will not have a material effect on any of the individual funds or the overall financial position of the County.*

COUNTY OF MERRIMACK, NEW HAMPSHIRE
NOTES TO FINANCIAL STATEMENTS
December 31, 2002

3. CASH AND INVESTMENTS

Deposits. At December 31, 2002, the carrying amounts and bank balances with financial institutions of the County's cash deposits are categorized by "credit risk" as follows:

- Category 1* Deposits that are insured by the Federal Deposit Insurance Corporation (FDIC) or collateralized by securities held by the County (or its agent) in the County's name.
- Category 2* Deposits that are uninsured and collateralized by securities that are held by the pledging institution's trust department (or agent) in the County's name.
- Category 3* Deposits that are uninsured and uncollateralized or collateralized by securities that are held by the pledging institution's trust department (or agent) but not in the County's name.

	Category			Carrying Amount	Bank Balance
	1	2	3		
General Fund	\$ 55,984	\$ -	\$ -	\$ (139,028)	\$ 55,984
Special Revenue Funds	24,672	-	-	4,934	24,672
Capital Projects Fund	-	-	-	-	-
Proprietary Fund	-	-	-	500	-
Trust and Agency Funds	385,248	-	1,097,608	1,553,902	1,482,856
	<u>\$ 465,904</u>	<u>\$ -</u>	<u>\$ 1,097,608</u>	<u>\$ 1,420,308</u>	<u>\$ 1,563,512</u>

Investments. Investments made by the County, including "repurchase agreements," if any, are summarized below. The investments that are represented by specific identifiable investment securities are classified as to credit risk by the three categories described below.

- Category 1* Investments that are insured or registered, or securities held by the County (or its agent) in the County's name.
- Category 2* Investments that are uninsured and unregistered, with securities that are held by the counterparty's trust department (or agent) in the County's name.
- Category 3* Investments that are uninsured and unregistered, with securities that are held by the counterparty, or by its trust department (or agent) but not in the County's name.

	Category			Carrying Amount	Market Value
	1	2	3		
U.S. Government Securities	\$ -	\$ -	\$ -	\$ -	\$ -
Commercial Paper	-	-	-	-	-
Repurchase Agreements	-	-	4,279,118	4,279,118	4,496,829
	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 4,279,118</u>	<u>4,279,118</u>	<u>4,496,829</u>
Investment in New Hampshire Public Deposit Investment Pool				65,464	65,464
				<u>\$ 4,344,582</u>	<u>\$ 4,562,293</u>

COUNTY OF MERRIMACK, NEW HAMPSHIRE
NOTES TO FINANCIAL STATEMENTS
December 31, 2002

4. LONG-TERM DEBT

General Obligation Debt

The County can issue general obligation debt instruments to provide funds for the acquisition and construction of major capital equipment, infrastructure and other facilities. General obligation debt instruments are "direct government obligations" and consequently are a pledge of the full faith and credit of the County. General obligation debt instruments currently outstanding and reported in the General Long-term Debt Account Group and in the Merrimack County Nursing Home Enterprise Fund, are as follows:

Purpose	Maturity Date	Interest Rates	Principal Balance
<u>General Long-Term Debt</u>			
1999 - \$1,000,000 Administration Building Bond	7/15/2008	4.00% - 4.875%	\$ 700,000
			<u>\$ 700,000</u>
<u>Nursing Home Enterprise Fund</u>			
1995 - \$1,500,000 Special Care Unit Bond	11/15/2004	5.50% - 5.90%	\$ 300,000
1999 - \$1,500,000 Equipment Bond	7/15/2008	4.00% - 4.875%	1,050,000
			<u>\$ 1,350,000</u>

Annual debt service requirements to maturity for general obligation debt are as follows:

Year	Principal	Interest	Total
2003	\$ 400,000	\$ 96,238	\$ 496,238
2004	400,000	76,913	476,913
2005	250,000	57,438	307,438
2006	250,000	51,001	301,001
2007	250,000	21,751	271,751
After	500,000	47,300	547,300
	<u>\$ 2,050,000</u>	<u>\$ 350,641</u>	<u>\$ 2,400,641</u>

COUNTY OF MERRIMACK, NEW HAMPSHIRE
NOTES TO FINANCIAL STATEMENTS
December 31, 2002

4. LONG-TERM DEBT - (Continued)

Capital Lease Obligations

The County is obligated under certain leases accounted for as capital leases. The leased assets are accounted for in the General Fixed Assets Account Group and the related obligations are accounted for in the General Long-Term Debt Account Group. The following is a schedule of the future minimum lease payments under the capital leases, together with the net present value of the minimum lease payments as of December 31, 2002.

Year	
2003	\$ 58,548
2004	-
2005	-
2006	-
After	-
Total Payments	<u>58,548</u>
Less: Interest at the County's implicit rate of interest	<u>3,585</u>
Present Value of minimum lease payments	<u>\$ 54,963</u>

Changes in Long-Term Liabilities

During the year ended December 31, 2002, the following changes occurred in liabilities reported in the General Long-Term Debt Account Group:

	1/1/2002	Additions	Reductions	12/31/2002
General Obligation Debt	\$ 800,000	\$ -	\$ 100,000	\$ 700,000
Capital Lease Obligations	\$ 59,236	\$ 51,862	\$ 56,135	\$ 54,963
Compensated Absences	\$ 238,945	\$ 5,618	\$ -	\$ 244,563

5. PENSION PLAN

Plan Description. The County contributes to the New Hampshire Retirement System (NHRS), a cost-sharing multiple-employer defined benefit pension plan administered by the NHRS Board of Trustees. The plan provides service, disability, death and vested retirement allowances to plan members and beneficiaries. Benefit provisions are established and may be amended by the New Hampshire State legislature. The NHRS issues a publicly available financial report that includes financial statements and required supplementary information for NHRS. That report may be obtained by writing to New Hampshire Retirement System, 4 Chenell Drive, Concord, New Hampshire 03301.

Funding Policy. Plan members are required to contribute 5.0% of their covered salary and the County is required to contribute at an actuarially determined rate. The County's contribution rates for the year ended December 31, 2002 were 4.14% for Group I Employees, 5.33% for Group II Policemen, and 6.61% for Group II Firemen of covered payroll respectively. The County contributes 100% of the employer cost for Group I employees of the County.

Per RSA-100:16, plan member contribution rates are established and may be amended by the New Hampshire State legislature and employer contribution rates are determined by the NHRS Board of Trustees based on an actuarial valuation. The County's contributions to the NHRS for the years ending December 31, 2002, 2001, and 2000 were \$645,663, \$567,711, and \$520,913, respectively, equal to the required contributions for each year.

COUNTY OF MERRIMACK, NEW HAMPSHIRE
NOTES TO FINANCIAL STATEMENTS
December 31, 2002

6. DEFERRED COMPENSATION PLAN

The County offers its employees a deferred compensation plan created in accordance with Internal Revenue Code Section 457. The plan, available to all County employees, permits them to defer a portion of their salary until future years. The deferred compensation is not available to employees until termination, retirement, death or unforeseeable emergency.

7. POST-EMPLOYMENT BENEFITS

The County provides certain health and dental care benefits for retired employees. Participation is based on (1) enrollment effective upon the date of retirement, (2) meeting age requirements, and (3) vesting in the NHPERS. The County funds the benefits on an annual basis as part of the budgetary process. The cost of providing this benefit for the year ended December 31, 2002 was \$244,909.

8. NEW REPORTING STANDARD

In June 1999, the Governmental Accounting Standards Board (GASB) issued Statement 34 "Basic Financial Statements and Management's Discussion and Analysis for State and Local Governments." This Statement establishes new financial reporting requirements for state and local governments throughout the United States. When implemented, it will require new information and restructure much of the information that governments have presented in the past. Comparability with reports issued in all prior years will be affected. The County is required to implement this standard for the fiscal year ending December 31, 2003. The County has not yet determined the full impact that adoption of GASB 34 will have on the financial statements.

2002 ANNUAL REPORT

EDNA C. MCKENNA TRUST FUND

On August 17, 1983, Merrimack County created and established Edna C. McKenna Trust Fund for the primary benefit of residents at the Merrimack County Nursing Home in accordance with laws of the State of New Hampshire, RSA 23:13-22.

During 2002 the following purchases were made:

Gift Shop Resale Items	\$ 12,712.00
Flowers for New Residents	580.00
Fun Fest	2,332.00
Bingo Machine	550.00
Fans	630.00
XMAS Activities	500.00
Other	195.00
<i>TOTAL PURCHASES</i>	<i>\$ 17,499.00</i>

It is with greatest pleasure that we are able to make the residents stay a little happier with the above purchases.

We hope to provide the residents with these extras through the Edna C. McKenna Trust Fund. Donations to this fund will be accepted through Stuart D. Trachy, Merrimack County Treasurer, 4 Court Street, Ste. 2 Concord, New Hampshire 03301.

Stuart D. Trachy, Trustee of Trust Fund

<i>DONORS</i>	<i>AMOUNT</i>
George Campbell & Jerrianne Ashley	\$1,000.00
MCNH Residents Accounts	800.00
MCNH Gift Shop	796.52
Edward Conner	500.00
Mr. & Mrs. Howard Haman	300.00
The Rowley Agency	250.00
Mr. & Mrs. Norman Lacasse	250.00
Joanne Hodges	200.00
Helen Vezina	125.00
WM Smart, Sr.	100.00
Nova Electronics, Inc.	100.00
Employees Fund	100.00
Chiara Dolcino & Michael Wimsatt	100.00
Charles Stebbins	100.00
Albert Hopkins & Lynne Zaccaria	100.00
Bernard Colgan	80.00
Mr. & Mrs. Gary Woodward	60.00
Suncook Valley Rod & Gun	50.00
Sabin Guertin	50.00
Mr. & Mrs. Robert Richard	50.00
Mr. & Mrs. John Larkin	50.00
Mr. & Mrs. David Fesette	50.00
Mr. & Mrs. Betty Davis	50.00
Kathy McGrail	50.00
Catherine Dickson	50.00
APWU Health Plan	50.00
Mr. & Mrs. Armand Masse	35.00
Mr. & Mrs. Herman Martin	30.00
WM. M. Davies Jr.	25.00
Paula Lacroix	25.00
Ms. Ruth Rufo	25.00
Mrs. & Mrs. Peter Perrault	25.00
Mr. & Mrs. Saul Miller	25.00
Mr. & Mrs. Ronald Godbout	25.00
Mr. & Mrs. Richard Hill	25.00
Mr. & Mrs. Paul Yergeau	25.00
Mr. & Mrs. Joseph Russo Jr.	25.00

Mr. & Mrs. John Saturley	25.00
Mr. & Mrs. John Kelley	25.00
Mr. & Mrs. Gae Lord	25.00
Mr. & Mrs. Frank Jillson	25.00
Mr. & Mrs. Francis Sullivan	25.00
Mr. & Mrs. Edward McCann	25.00
Mr. & Mrs. Lester Gould	25.00
Marion Wojitul	25.00
Marion Pauling	25.00
Loretta Petrin	25.00
Linda Pritchett	25.00
Irene Gagne	25.00
Hazel Brown & Pearl Holt	25.00
Diane Guertin	25.00
Denise Petrin	25.00
Christine Conte	25.00
Mr. & Mrs. Andre St. Germain	25.00
Norma Packard	20.00
Mr. & Mrs. Wallace Crane	20.00
Mr. & Mrs. Thomas Gilbert	20.00
Mr. & Mrs. Charles Rayno	20.00
Mr. & Mrs. Alan Nelson	20.00
Mary Considine	20.00
Joyce Alexander	20.00
Arlene Fortier	20.00
American Legion Auxiliary	20.00
Shirley & Ester Sheppard	15.00
Eric & Louise Schultz	15.00
Elizabeth Lucier	15.00
Dorothy Rainey	15.00
Pearl Holt & Florence Ellis	10.00
Ms. Almorinda Axerodo	10.00
Mr. & Mrs. Robert Chevrette	10.00
Mr. & Mrs. Henry Mathieu	10.00
Mr. & Mrs. Earl Kimball	10.00
Mr. & Mrs. John Russell	10.00
Kathleen Northrup	10.00
Germaine Pouliot	10.00
Florence Ellis & Pearl Holt	10.00
Carolee Davison	10.00

2002 ANNUAL REPORT

MERRIMACK COUNTY ATTORNEY'S OFFICE

The Office of the County Attorney is staffed with nine prosecutors, three victim-witness coordinators and six support staff members. All prosecutors are available twenty-four hours a day to local, county and state law enforcement agencies.

The County Attorney's Office is responsible for the criminal prosecution of all felonies committed in Merrimack County such as robbery, assault, burglary, drug crimes and sexual assault. The office also provides District Court prosecution for fifteen police departments, which include misdemeanor level crimes such as simple assault, reckless conduct; criminal mischief and motor vehicle related crimes.

The Merrimack County Criminal Justice Alternatives Program which consists of the Diversion Program, Pretrial Services and the Bridge Program continued to offer rehabilitative services such as education, drug and life skills counseling and community service. The Diversion Program accepted 136 referrals this year and collected \$15,460.00 in restitution as well as approximately \$10,000.00 in program fees. Diversion participants and court ordered community service clients have provided 11,786 hours to a variety of entities within Merrimack County. The Pretrial Services Program

interviewed 109 clients and supervised an additional 166.

State, county and city law enforcement agencies referred approximately 2800 felony and misdemeanor level cases to the Merrimack County Attorney's Office in 2002.

The County Attorney's Office is also responsible for providing civil legal representation and personnel issues to all County Departments as requested.

The Victim/Witness Assistance Program is staffed with three individuals that provide services to victims and witnesses as the case proceeds through the criminal justice system as well as providing legal assistance to the prosecuting attorneys

Respectfully submitted,
Howard Helrich
Merrimack County Attorney

2002 ANNUAL REPORT

MERRIMACK COUNTY SHERIFF'S OFFICE

2002 began with the nation still reeling from the effects of September 11, 2001. Heightened security issues were in the forefront as we relentlessly pursued the Al Qaida and Ben Laden in Afghanistan. On the home front, we dealt with terrorism paranoia, including the distribution of mail laced with anthrax to congressmen, to potential bombings, to threatened poisoning of our water supplies, etc., and by year end, SARS had entered the terrorism arena. These times bring out the best and worst in people, and by late fall, the distant drums of war beat in our ears - this time from Saddam Hussein and Iraq.

On a brighter note, the new Dispatch Center equipment room and refurbishment of the Center's systems were completed. In August, we began to utilize this new equipment, and except for minor problems, the cut over went well. We also installed new operating CAD software which tied many functions to the Sheriff's Office together for the first time with up-to-date software and hardware. We expect to go "fully digital" early in 2003.

The tone of the 2002 budget discussions stressed reduction - reduction - reduction from the double-digit per cent increases of the past few years. We met and exceeded our mandate by submitting a negative increase budget. I offer my sincere appreciation to all county agencies that assisted this

Office once again to make 2002 a prosperous year.

Noteworthy appointments, awards and events of 2002 included the following:

Sheriff's Office personnel were promoted and transferred as follows:

Deputy Sheriff Dennis Crawford to operations
Sergeant Investigator Philip Soule to Investigations
Sergeant Deputy Sheriff Patricia Clifford to Deputy
Sheriff II Investigator Lieutenant Robert Krieger to
Investigations/Communications Lieutenant

Deputy Sheriff George Langwasser was recognized as Sheriff's Office Employee of the Year by the Merrimack County Commissioners for his dedication and quality work ethics. He has earned a reputation as being thorough, tenacious, but fair in his background investigations, and as a patient and empathic instructor in the CARES senior cell phone project.

Sergeant Dennis Crawford, Sergeant Philip Soule, and Court Security Officer John Wescott were presented with Outstanding Achievement awards by Sheriff Jordan, in recognition of their meritorious service to the county, at a ceremony held in the county court house.

The Department of Justice's Universal Hiring Program, Community Oriented Policing Services (COPS) grant ended in 2002. As part of the grant stipulations, we are required to retain the officers

hired under the grant for a minimum of three years. Two of the three officers hired are still employed. The third officer left for employment with the federal government as a diplomatic security agent. He was replaced late in 2002.

New employees to the Sheriff's Office included Tracy Carranza, Kara Thiboutot, and Tia Maria Hooper as Communications Specialists; Pamela Arsenault as Support Systems Secretary; Frank Cassidy, Brendan Merchant, and Harry Thornley as Deputy Sheriffs; and Stuart Page as Court Security Officer.

Community Programs Included:

D.A.R.E. drug awareness and prevention programs were presented in three communities: Chichester, Canterbury, and Salisbury.

Participated in Hillsboro/Henniker Regional Domestic Violence Council. Its purpose is public education and awareness on what comprises domestic violence and what information, help services and programs are available. Staff members attended Domestic Violence Order training provided by the council.

Police/Court Liaison Committee - as a member of this committee, the Sheriff's Office joins representatives from the courts, Concord Police Department, Merrimack County Corrections Department, community bridge programs, and mental health agencies to discuss and monitor mental health issues.

We obtained a grant through the New Hampshire Highway Safety Agency to control excessive speed and to conduct driving under the influence saturation patrols in the towns of Henniker and Hopkinton. Citizen complaints have become more frequent and statistics indicate that when excessive speed is the cause of motor vehicle crashes, there is a greater chance of property damage, injury, and death. We again were able to obtain a radar equipment at half the cost. As part of this grant, we also ran radar enforcement for speed control for the town of Sutton on Newbury Road. Plans are underway to expand the Selective Traffic Enforcement Program to several other towns in Merrimack County who have expressed great interest in the program during 2003.

TRIAD/Concord Area SALT Council (Seniors and Law Enforcement Together) offered a senior citizen educational series in 2002. Topics this year focused on fraud - through telemarketing, mail, bank and telephone, and consumer protection. Fraud/protection seminars were held at St. John's Church, Horseshoe Pond Senior Residence, Heritage Heights, Havenwood, White Birch Senior Center, and Crutchfield Apartments. The TRIAD also observed National Safety Night Out at White's Park in Concord. Handouts on the TRIAD/S.A.L.T. council and Files of Life packets were distributed. On two separate occasions, the SALT council set up a booth at Ames Department Store in Concord to distribute information on fraud protection and the File of Life program to seniors. (Ames has since closed) Over 200 files were distributed. The File of

Life contains personal and medical information that is kept readily accessible in the home in case of emergency or crises.

Concord Regional Crimeline Program - the original Concord Crimeline expanded to cover the towns of Boscawen, Allenstown, Hopkinton, and Pembroke in 2000. Its purpose is to help solve a crime anonymously without fear of retribution and potentially receive a reward for the information. Work continues toward the ultimate goal of participation by all Merrimack County communities.

The Sheriff's Office continued to provide security services for four Merrimack County Visitation Centers. The purpose of the county Visitation Centers is to provide a safe, secure, and structured alternative for the exchange and/or visitation of children between custodial and non-custodial parents in a neutral environment, promoting healthy interaction between family members and preventing victimization of any person.

The Sheriff's Office continues to provide security services for the Merrimack County Diversion Program. This program's focus is to divert youth from the juvenile justice system and adults from incarceration through a multitude of programs - from prevention to victim restitution; from life skills classes to substance abuse services. Our services are required to control potentially volatile situations arising in this environment.

Participated with U.S. Federal Marshal's Office in the New Hampshire Joint Fugitive Task Force - a joint force utilizing shared resources of information and personnel to find fugitives from justice throughout the United States.

The Merrimack County Sheriff's Office launched the C.A.R.E.S. Program (Cellular Aid in Response to Emergencies for Seniors) to assist senior citizens throughout Merrimack County. The CARES program provides eligible seniors with a cell phone for use in the event of an emergency. The phones are preprogrammed with 911 service and are designed to serve as an additional resource for seniors. The Sheriff's Office conducts a classroom period of training on the use of the cell phone - how and when. During 2002, approximately 500 cell phones had been distributed.

Community Activities Included:

Members of the Sheriff's Office participated in the Merrimack County Nursing Home's annual "Fun Fest". Information on fraud, the TRIAD/S.A.L.T. council, the File of Life programs and the C.A.R.E.S. emergency phone program was distributed.

Deputy Sheriff George Fitts was again Parade Marshal and facilitator of the annual Police, Firefighters, and Emergency Rescue Memorial Parade in Boscawen and Penacook during June.

Participated in National Night Out with the Concord Police Department - the event focused on

crime awareness within communities.

Participated in Pleasant View Retirement Center's 5th Annual Wellness Fair. Files of Life and information on the C.A.R.E.S. cell phone program were distributed to attendees.

Participated in a Hostage Practical Exercise with the Concord Police Department and the NH Office of Emergency Management at Concord High School which focused on school shootings.

Participated in Concerns of Police Survivors Blue Ribbon Campaign for 2002. This is a national program to show support for law enforcement. Represented the Sheriff's Office at the New Hampshire Special Olympics' Law Enforcement Torch Run. Volunteered a cruiser and deputy to be used as a spotter and participated with several runners in the event. Also participated in Special Olympics' Protect & Serve fund raising events by pumping gas at local businesses, and sponsoring several officers for the Penguin Plunge.

Participated in the Police Memorial Observance in May with local law enforcement agencies at the police memorial on the grounds of the Legislative Office Building.

This year's observance included a poignant service for the officers lost in the September 11th tragedy. Provided a color guard for the September 11th Memorial Service on the steps of the statehouse.

Participated in United Way's community service program - 11th Annual Day of Caring. Volunteered a deputy sheriff for a day of painting services.

Provided safety instruction through "Buckle Up for Safety" seatbelt program and New Hampshire Safe Kids general safety instruction on the use of bikes, skateboards, swimming, etc. Distributed brochures on seatbelt use at Pittsfield High School.

Assisted Webster Police Department in the establishment of a Neighborhood Watch Program in that community.

Participated in Canterbury Elementary School child safety day. Provided bike helmets and safety instruction.

Conducted numerous background checks, investigations, and participated in oral boards to assist local police departments in Merrimack County in the selection of chiefs and officers. These activities are vital to the integrity of the law enforcement community. Participated in numerous Old Home Day parades and town events.

Office Activities Included:

Sheriff Jordan was elected President of the New Hampshire Association of Chiefs of Police at their annual conference held in June, 2001. He is the first and only Sheriff to have held this office. His tenure in office concluded in June, 2002.

Lt. Nancy Saner made two television appearances on the Concord Area Community Television channel to discuss the File of Life program, the C.A.R.E.S. emergency phone program, and home safety.

Hosted a Use of Force seminar at NH Police Standards and Training Council in December. The seminar was instructed by Sergeant Dennis Crawford for all local law enforcement agencies with reference to Council Policy 404.03(4).

Deputy Peter Shephard became an instructor at NH Police Standards and Training Council and taught a cultural diversity course to the 129th police academy class.

Sergeant Philip Soule attended Incident Response to Terrorism training sponsored by the federal government in New Mexico.

Provided fingerprinting service to the Internal Revenue System for each I.R.S. applicant and area teachers.

Lt. Krieger conducted training on O.C. Spray and Rangemaster Sergeant Dennis Crawford instructed firearms training for this Office and other law enforcement agencies within Merrimack County, as well as simmunitions training for N.H.P.S.T.C. Sgt. Crawford also served as firearms instructor to the 128th police academy class.

Obtained a federal grant through the Bulletproof Vest Partnership Act and purchased body armor for

all deputies.

Investigators Sgt. Soule and Lt. Krieger attended the Adult Sexual Law Enforcement Investigations and Response Practical Training course sponsored by the Attorney General's office.

Worked with the Information Technology Coordinator on the upgrade and replacement of outdated software - especially integration of systems with the new Dispatch Center's digital environment.

Ran a Basic Dispatcher Training school from 4/29 - 5/3/02. Classes were attended by dispatchers from throughout the state.

Communications Specialist Cecily McNair participated in the 29th New Hampshire Police Cadet Training Academy as an instructor of communications.

2002 STATISTICS

Warrants Received increased by 7.2% from the 2001 reported figure (2001 = 637 v.s. 2002 = 683). Arrests from civil and criminal warrants increased significantly by 15.6% from the previous year (2001 = 649 v.s. 2002 = 750). During 2002, the increase in warrants received was attributable to increased public indebtedness. The economy downshifted into recession due to a market reeling from political events and pending war. The increase in warrants reflects the increase in arrests during periods of

economic and social instability. The increases in arrests were also attributed to devoting more effort to eliminate a backlog of warrants.

Civil Process Revenue rose by 8.7% (2001 = \$198,044 v.s. 2002 = \$215,272.) over the prior year's figure. We attribute part of the increase to the first full year of recently enacted fee increases, and part to fluctuating, unstable market conditions. Civil Process Served decreased by 3.9% (2001 = 9,917 v.s. 2002 = 9,534). The decrease is due to a cautious and conservative mood in the nation over recent political and social instability, such as the activation of military reserves to active duty in the war in Pakistan and the pending war in Iraq.

Revenues from Court Bailiff Services: a) Prisoner Control Revenue rose 6.7% during 2002 (2001 = \$80,586. v.s. 2002 = \$86,008.) This increase is attributable to increased prisoner control in the 4 district courts in Merrimack County. b) Court Security Revenue decreased by 4.6% (2001 = \$124,546. v.s. 2002 = \$118,795). The decrease is due to more activity in the District Courts and cutbacks at the Superior Court level due to state budget constraints (i.e, days worked).

Prisoner Transports experienced a dramatic increase of 11.2% during 2002 (2001 = 4,832 v.s. 2002 = 5,375).

We believe this rise is due to a large number of people incarcerated as pre-trial cases, either unable to meet bail demands, or awaiting trial or motions filed in the courts by their attorneys. Also, U.S. Marshal transports increased over the prior year, as

well as increased activity at the District Court level. We expect the trend to continue. Transports to and from Superior Court (mandated) (2,126) constituted 40. % of the total transports (5,375). Transports to and from district courts (2,380) represented 44%; while other prisoner transports (869)(i.e., U.S. Marshal, probate courts, correctional facilities, medical, etc.) conclude transports at 16% of the total.

Fleet Management: a) Repair Costs declined by 20. % in 2002 (2001 = \$21,248. v.s. 2002 = \$16,976.). Contributing factors include a fleet comprised of newer vehicles than in past years, i.e., the average age is 3 years - the oldest vehicle is 1998; an aggressive maintenance program, and vehicle rotation of high mileage road cruisers to off road work. b) Fuel Costs decreased by 3.0% in 2002 (2001 = \$18,273. v.s. 2002 = \$17,723.). Again, we perceive this to be due to maintaining a fleet of newer vehicles and dramatic fuel price fluctuations heading back downwards at year end. Because current prices are still unstable, and the anticipation of pending war, prices may increase again in early 2003. c) Cruiser Mileage rose by 6.0% in 2002 (2001 = 275,445 v.s. 2002 = 292,649). Contributing factors to this increase include the spread of prisoner transports and extradition's throughout the New England area, an increase in prisoner transports in general, and increases in warrants and civil process served that required more time and travel to complete. Also contributing was the addition of one road deputy to the current staff.

Investigations: Since its inception in 1997, the Investigations Unit has assisted the local communities and law enforcement agencies within our county with investigative services as our local communities have experienced an increase in domestic violence, sexual assaults, theft, and substance abuse cases. We primarily assist those agencies with limited manpower and resources. The Unit also assists local police agencies in the investigation of internal affairs and background checks for prospective officers. Yet, another responsibility of the Unit is to investigate all incidents of assault or escape attempts at the county Corrections facility. In 2002, 187 cases were opened, of which 62 were sexual assaults, 22 general assaults, 14 drug cases, 8 fugitives from justice cases, 11 thefts, 8 internal investigations, 6 criminal motor vehicle and 56 other cases which included bomb threats, violations of protective orders, burglary, forgery, attempted suicide, criminal threatening, child abuse, etc. This represents a 3.2% increase over investigations in 2001 (142).

Respectfully submitted,
Chester L. Jordan
High Sheriff

2002 ANNUAL REPORT

MERRIMACK COUNTY REGISTRY OF DEEDS

The Merrimack County Registry of Deeds had a record year during 2002 in both recording volume and revenue received. We installed a completely new computer system which improved our recording systems and enhanced and improved efficiency.

We saw a tremendous increase in the number of conveyances, mortgages and refinances. The increase in mortgages and refinancing was due to the numerous reductions in the interest rates by the Federal Reserve. We hit an all time record with the volume of recordings and revenue generated in 2002.

We are continuing with a number of projects that have been ongoing for the past several years and have added a few new ones. We have completed the input of over eighty years of pre computer era index into our computer system and the conversion of those indexes to optical disk. The ongoing project of scanning the older documents to disk is continuing along much easier with the new computer system. We have backtracked to the mid 1940s and now have those documents available on disk. We have optically scanned all of our original plans into the imaging system going back to the early 1800's

We continue to offer the indexes and documents for sale on optical disks. We instituted a website last year and have continued to upgrade the site. It offers a lot of information relative to the Registry

operation as well as a Grantor and Grantee index from 1920 to present. Title companies, banks, and attorneys using the above systems can complete most of their title work in their office before coming to the Registry to update and record.

We have continued with the restoration and repair of the older historical volumes of records that are in need of repair.

We have also continued to address some of the older plans that are in need of restoration and repair.

The volume of records increased significantly compared to last year and we continued to bring in substantial revenue to the county. In 2002, the Registry of Deeds collected \$10,753,533.00 in real estate transfer tax which was paid over to the state of New Hampshire. The county received a four percent commission on the total tax which amounted to \$430,141.32 in revenue to the county. The amount collected for recording fees was \$1,476,562.63, copy fees \$178,157.62 and interest of \$12,018.03 for a total of \$1,906,703.95 paid over to the County Treasurer. Total collected including the surcharge account was \$ 1,999,009.95

In 1995 we initiated through legislation, a surcharge fee on documents being recorded. The purpose of the surcharge is to ensure funding for the lease, purchase or rental of equipment in the Registry of Deeds. This surcharge helps to eliminate the need to appropriate significant funds through the budget for equipment. This account has saved the taxpayers of Merrimack County thousands of

dollars. In 2002 we collected \$92,306.00 in surcharge fees that was used for paying the lease of optical imaging equipment.

I would like to again thank my staff for their continued outstanding job that they do in ensuring that the real estate records for Merrimack County are efficiently and accurately received and maintained.

Shown below is a breakdown of the conveyances, mortgages, and miscellaneous instruments recorded during the years 1984-2002. The miscellaneous category includes instruments such as discharges, liens, leases and other like documents.

Year	Convey.	Mortg.	Sub. Tot.	Misc.	Total
1984	5,322	4,890	10,212	8,083	18,295
1985	6,652	6,685	13,337	10,976	24,313
1986	9,059	10,262	19,321	16,187	35,508
1987	7,759	10,931	18,690	17,382	36,072
1988	6,266	8,420	14,686	14,267	28,953
1989	5,671	7,055	12,726	12,616	25,342
1990	4,780	5,085	9,865	11,733	21,598
1991	5,008	4,135	9,143	11,533	20,676
1992	5,305	5,816	11,121	13,645	24,766
1993	5,490	6,515	12,005	14,194	26,199
1994	5,841	5,332	13,022	11,332	24,354

1995	5,893	4,566	10,459	13,351	23,810
1996	5,831	5,521	11,352	12,751	24,103
1997	5,601	5,582	11,183	13,972	25,155
1998	6,954	9,031	15,985	17,955	33,940
1999	7,415	8,755	16,170	18,537	34,707
2000	7,098	7,457	14,555	14,384	28,939
2001	7,019	11,474	18,493	18,496	36,989
2002	7397	14,216	21,613	22,541	44,154

Respectfully Submitted,
Kathi L. Guay, CPO, Register

2002 ANNUAL REPORT

MERRIMACK COUNTY DEPARTMENT OF CORRECTIONS

Staff at the Merrimack County Department of Corrections processed in approximately 3000 people during the year 2002. The present facility was built to hold 72 inmates in single cell occupancy but for most 2002 we held close to 180 people in double cell occupancy with a significant number of inmates sleeping on the floor in the dayrooms.

Ricci Associates of New York were hired by the County to assist us in completing a needs assessment that will project 20 years into the future to adequately meet the needs of the citizens of Merrimack County to hold people in a safe, humane and secure facility. Hampden County Correctional Facility in Ludlow, Massachusetts has graciously given personnel from Merrimack County an orientation in direct supervision and that training has been extremely helpful in allowing personnel to observe the benefits of direct supervision as a supervisory tool for themselves. Staff speak positively about direct supervision and some are anxious about trying something “new” but still, eager to begin.

Regarding training, the department provided approximately 8500 hours of training to personnel. A partial list of training staff participated in:

First Aid/CPR, Crisis Intervention, Ion Scanner, Fire Safety, TB Control, Defensive Tactics and Riot Control.

Programs that are available and facilitated by department of correction personnel are anger management, alcohol awareness, relapse prevention and other self help programs such as Alcoholic Anonymous and Narcotics Anonymous. Most of these programs are open to all inmates but some are more restricted because for the class to be effective it must remain small in size. It is important to note that county facilities can offer significant rehabilitation programs to the inmates they house. Inmates are encouraged to attend the programs that the DOC offers. Well over 200 inmates participated in these programs in 2002. Additionally, 20 inmates successfully completed the work release program and/or electronic monitoring. Nine inmates obtained their GED certification while many others took advantage of tutorial classes with teachers from the New Hampshire Department of Education.

2002 was stressful for personnel because of the high population and the inherent frustration that entails. Unlike the prison our population can change significantly from day to day. We hold people who have just been arrested on the street as well as people who are committed to the jail from one of the district courts in Merrimack County. This means that the jail population does not know what is in store for them with their families or place of employment. This tends to make our population quite volatile and unpredictable. The line officers,

supervisors and support staff at the facility should be commended for their dedication, loyalty, and professionalism for handling this difficult population without severe problems throughout the year 2002.

Merrimack County Department of Correction also has an excellent alternative sentencing program to offer to qualified offenders. The Academy program began its seventh year of service in January. The Academy Program is an intensive and structured alternative sentencing program, for non-violent and non-sexual felony offenders. The Academy Program takes about one year to complete although some participants have taken longer to complete it. During the course of that year the offender will take an alcohol or drug dependency class, may be required to get their GED, take parenting classes or any number of a host of other classes to assist the offender in building the necessary skills to manage their lives in a productive and acceptable way. Seventy six people have successfully completed the Academy Program to date with 10 graduating in 2002. Most offenders acknowledge at graduation that getting through the Academy Program was the toughest thing that they have ever done. An easier or softer way would have been to do the jail or prison time.

Respectfully submitted,

Carole Anderson, Superintendent

2002 ANNUAL REPORT

MERRIMACK COUNTY HUMAN SERVICES

The Human Services Department of Merrimack County has experienced an unprecedented growth in requests for services. The Juvenile Diversion Program and the Visitation Center operate at maximum capacity while the Billing Department process a record 9 million dollars in Medicaid and related expenses.

Requests for services come from school, courts, police departments and families across Merrimack County. Our Juvenile Court Diversion and Teen Court programs have become particularly popular. The Visitation Center operates four sites and remains full without turning anyone away. The Parental Reimbursement program is designed to facilitate court orders payments to the State in a manner most families find helpful and supportive. Grants Administration supervises the disbursement and tracking of both Incentive Grants and Annual Budget Grants to over thirty programs and services in Merrimack County.

Juvenile offenders and their families continued to be served in our Juvenile Court Diversion Program. First time offenders were referred directly from local police, thus avoiding court involvement and criminal records. Other youngsters were ordered into the program by one of the five district courts in Merrimack County to perform community service

or an educational component as part of their rehabilitation. Firesetter Intervention classes were held in Concord and Franklin to address the issue of juvenile fire misuse and enhance community fire safety. Our prevention efforts include presentations to middle school classes throughout the county on the juvenile laws, the juvenile court system, and the youths' responsibility to make lawful decisions. Additionally, classes addressing the alcohol and drug issues of today were presented by request of the schools. The Challenge Course and the Smoker Education classes were offered to youth who have substance abuse issues. Anger management classes or individual counseling were held as needed.

Recent changes: The addition to our program is the JAIBG funded Teen Court Program which is a voluntary alternative to the criminal justice system for first offenders who have committed a crime or a violation. It is a program in which youth participate in an actual court process administered by their peer group under adult mentorship.

The goal of Teen Court is to intervene in early anti-social, delinquent, and criminal behavior. Teen Court strives to promote self-esteem, self-improvement, and to foster a positive attitude towards the law and authority. Primary goals of Teen Court are to generate a respect for the legal system and a realization by the youth of the consequences of their actions. Teen Court offers an educational opportunity for all offenders and additionally for the teen volunteers who may seek

to become members of the court. To date, 11 court cases have been heard with 110 adult and youth volunteers in the positions of judges, lawyers, bailiffs, etc. This program promotes accountability of the offender to his/her peer group.

Through JAIBG we have a Program Assistant/Community Service Coordinator who has allowed us to maximize our resources. She has contacted and set up additional community service sites and the Prevention Program presentations in various areas of Merrimack County. We are moving forward toward meeting the expanded requests for our Educational Programs for our youth and their families and continue to collaborate with other agencies such as 4H and Teen Institute to combine resources and share referrals. It is our hope that we will continue to hold onto these and develop similar relationships in other towns within our county. We have worked to develop a visible connection in the Towns' community resource teams and other programs and will continue to expand these connections throughout Merrimack County. It is through the Program Assistants that we have been able to have the time and resources needed to make this happen.

The length of our involvement with each juvenile and their family has increased as we focus on identifying problem areas and connecting them with resources.

This may be done internally through our educational components or externally through referral to appropriate sources in the community to meet their individual needs. The Teen Court offers another form of diversion and acts as accountability by peer judgment.

Our goal is to do all we can to empower the youth and their families to identify and change the problem behavior and sustain that change over time. The result of the extra investment in time and resources is realized in fewer youth entering the justice system a second time. The reduction of costs furthers the judicial process and decreases the expenses to the taxpayer. This form of community investment improves the quality of the juvenile's family and community life.

STATS - 2002

**CONCORD - CHRIS AVERILL, PROGRAM
DIRECTOR - ADJUDICATED**

JUVENILES SERVED - 136

**COMMUNITY SERVICE REFERRALS - 45 - (12
SITES AND A**

TOTAL OF 1610 HOURS)

CHALLENGE COURSE - 56

ANGER MANAGEMENT - 31

TOBACCO EDUCATION - 38

LADC EVALUATIONS - 14

DRUG & ALCOHOL COUNSELING - 19

Y.E.S. - (SHOPLIFTING) COURSE - 5

**CONCORD - STARR SMITH, PROGRAM
MANAGER - PREADJUDICATED**

JUVENILES SERVED - 151

JUVENILE FIRESETTER INTERVENTION - 7

Y.E.S. - (SHOPLIFTING) COURSE - 19

2800 Youths received the prevention presentation in the schools throughout Merrimack County, which provides eye-opening information to youth and parents who may be unaware of changes, or application in the Juvenile Laws. These presentations address adolescent problem behaviors and consequences.

**FRANKLIN - MYLA EVERETT, PROGRAM
MANAGER**

PRE-ADJUDICATED - 44

ADJUDICATED - 19

TOBACCO EDUCATION - 16

FIRE PREVENTION - 17

TOTAL JUVENILES - 86

Through the Franklin Juvenile Diversion the same programs are offered to include: Anger Management, Community Service placement, Fire Safety, Y.E.S., Shoplifting program, and placement in approximately 15 community service sites.

Respectfully submitted,

Gary Wall, Director

2002 ANNUAL REPORT

THE MERRIMACK COUNTY VISITATION CENTER

The Merrimack County Visitation Center provides a safe, secure, and structured setting for children to visit with their noncustodial parents in an environment free of domestic violence. During 2002, the Center had four sites within Merrimack County in Concord, Pittsfield, Franklin and Henniker. The Center partners with other agencies within the community to provide services to all families. Over 160 families and 304 children used the MCVC services in 2002.

The MCVC is by far the largest Visitation Center in New Hampshire. The next largest Center provided services to about 50 families in 2002. The MCVC has served as a model for other Visitation Centers in New Hampshire. Currently, the MCVC is very involved in the final stages of setting statewide standards for Visitation Center protocols. The Coordinator is co-chair of the Governor's Subcommittee on Visitation and Access services. She is also the President of the Family Visitation and Access Cooperative, which is a statewide organization of Visitation Centers.

During last year, the Concord Center has run almost completely full. As of yet, we have not had a waiting list and hope not to start one. On a few occasions, families have started services in a satellite site while waiting for an available slot at the Concord site.

The MCVC has continued to provide community education to area colleges, civic groups, and area professionals in an effort to ensure that people are aware of our services.

Respectfully submitted,

Sara A. Allen, Coordinator

2002 ANNUAL REPORT

MERRIMACK COUNTY HUMAN RESOURCES

The Human Resources Department is a three person operation which manages wages, benefits, personnel data and the application of policies and procedures for over 600 employees of the County. The Human Resources Director and Human Resources Assistant are located in Concord in the Commissioners Office and the Personnel Secretary is located in Boscawen at the Merrimack County Nursing Home.

One of the more important responsibilities of the Human Resources Department is the on-going administration and maintenance of the County's benefits program. In general, these benefits include:

- ◆ Health Insurance
- ◆ Dental Insurance
- ◆ Life Insurance
- ◆ Sick Leave
- ◆ Accumulated Annual Leave
- ◆ Short-Term Disability
- ◆ 11 or 12 Paid Holiday
- ◆ NH State Retirement Plan
- ◆ Health Insurance for Retirees
- ◆ Section 125 Plan
- ◆ Differentials
- ◆ Deferred Compensation
- ◆ Uniform Allowance
- ◆ Tuition Assistance
- ◆ Longevity
- ◆ Optional Health Benefit

NOTE: ELIGIBILITY FOR BENEFITS VARIES BASED ON EMPLOYMENT STATUS

The cost of providing and maintaining these benefits is substantial to the County. Health insurance rates for Matthew Thornton subscribers increased 19.24% and Healthsource advanced 10.9% for the 2002 plan year. Health insurance rates for S.E.A. contract employees increased 27.5% which includes BC/BS JW, BlueChoice and Matthew Thornton health plans. The County continues to pay 90% for a single plan; 85% for 2 a person plan and 80% for a family plan.

Longevity Bonus Awards were distributed based on the following years of service:

\$500 5 - 9 Years	\$700 10 - 14 Years	\$1,000 15 - 19 Years	\$1,200 20 + Years
87 Employees	61 Employees	48 Employees	44 Employees

I would like to take the opportunity to thank the Board of Commissioners, County Administrator Kathleen Bateson, and the Department Heads of Merrimack County for their continued support and valued assistance throughout 2002.

Respectfully submitted,
Sara A. Lewko Human Resources Director

2002 ANNUAL REPORT

MERRIMACK COUNTY NURSING HOME VOLUNTEERS & AUXILIARY

There are over 80 volunteers who through their generous efforts of time and energy come to Merrimack County Nursing Home to enrich the lives of our residents. Our volunteers come from all walks of life, offering a variety of different ways to spend time with the residents – such as pet therapy visitation, music and other forms of entertainment, companionship, socialization, spirituality through special prayer groups, services, and visitation and other special assignments.

Volunteers help run the Gift Shop & Library and provide services such as one-on-one visitation, helping the Recreation Staff with activities, recycling programs, assisting residents in the dining room, special holiday programs and FUNFEST (an annual resident-focused day of fun) to name a few. We're working on increasing our Pet Therapy Program here at the nursing home and are working with a local obedience trainer to add more animals to our growing list of Pet Visitors.

The MCNH Auxiliary, in existence since 1959, is a unique group of volunteers who help to provide many of the "extras". They conduct fund-raising projects in order to provide social parties (approximately 4 times per year), hand deliver birthday greetings to our residents, maintain the Josephine Crandall Memorial Garden located near

the resident dining room, the annual Christmas Store, and bake and book sales, as well as countless hours in the library making reading choices easier for the residents to take with them. They also provide weekly visitation and help run the gift shop, providing individualized shopping for those who request it and grow and deliver flowers to residents on each floor on a weekly basis (seasonally).

Merrimack County Nursing Home volunteers add services valued at more than \$80,000 per year, while helping support staff to provide the highest quality of care possible, in a wonderful home-like setting.

Please contact Merrimack County Nursing Home for information on Volunteering at 796-2165 ext. 242.

Respectfully submitted,

Kathie J. Hindly
Volunteer Coordinator & Assistant Director of
Recreation

2002 ANNUAL REPORT

MERRIMACK COUNTY NURSING HOME

The facility received its annual Federal Medicaid survey in the spring, and the results and comments were extremely positive. The facility is fully in compliance with all Federal and State regulations. It was also noteworthy that the State selected the facility as a training site for new members of the survey team. This selection serves as an acknowledgement of the confidence the State has in the facility operation in general, and respect for the ability and quality of the staff in particular.

Significant gains have been made in addressing vacant staff positions. Whereas in 2001 the facility saw up to 50% of its 160 Licensed Nurse Assistant positions vacant resulting in the need to rely on expensive support from agencies supplying temporary help, these positions are essentially all filled resulting in reduced costs and increased quality of care. This turnaround was the direct result of an LNA training program implemented by the Staff Development Department combined with the implementation of a mentorship program, career ladders, and creative scheduling by the Nursing Department.

This facility continues to experience critical vacancies in the licensed nursing positions, as do most healthcare facilities. The facility has supported the development of a local Licensed Practical Nurse program, and developed educational support to assist our own employees to advance to licensed nursing positions. While it is believed that the impact of the national shortage of nurses will be felt by the facility for several years to come, it is the position of the

facility that it is in its best interest to develop its own solutions to the problem.

Every effort has been made to maximize the income available to the facility in order to minimize the impact of increasing operational costs on the County tax payers. The census has increased, new revenue sources have been identified and accessed, and the rate for private paying residents increased to minimize subsidization by the County for those who are fortunate to have the ability to pay for services. It is unrealistic to expect that the facility can continue to develop the new revenue necessary to offset the increasing operational costs associated with medical facility delivering increasingly complex medical services. Ninety percent of the residents in the Merrimack County Nursing Home receive reimbursement for their services from the Medicaid program, and the State of New Hampshire has essentially level funded this program for a number of years. Unfortunately, this leaves the County property tax payer to absorb a significant portion of the increased operational costs.

Significant upgrades to the computer network by the County IT Department, with the support of the facility Maintenance Department, provided a stable platform upon which the facility could utilize various software packages necessary to effectively and efficiently operate a large medical facility. New and updated medical records, financial, time and attendance, staff scheduling, maintenance, and Email packages are in the process of being installed and implemented. While full implementation will take at least another year, these improvements are already proving their value in increased accountability and efficiency.

With the assistance of Sherman, Grenier, and Halle, Ltd the facility has finished the first complete study of the facility and its systems in over thirty years. While the facility has been well cared for by the Maintenance and Housekeeping staff and has served the County well for many years, it is an aging structure with out dated systems designed for a different type of resident than it now serves. With the information from the study report in hand, those issues which could be addressed in-house have been completed by the maintenance staff. The County is also in a position to review the more complex issues and take corrective actions in a deliberate and sensible manner.

Throughout, the focus has remained the residents, and the commitment to provide the highest possible quality of life in an increasingly challenging environment. The staff in all departments remains committed to the residents and the positive reputation the facility enjoys in the region is due to their efforts. The facility is uniquely positioned to move forward. As one of the larger facilities in the State, and with the continuing support, it has the talent, resources and ability to act positively and creatively in meeting the challenges it faces.

In closing, I would like to thank the residents, resident's families, the staff, County Department Heads, Commission, Delegation, and citizens of Merrimack County for their support over the past year.

Respectfully Submitted,
Robert M. Chase, NHA
Administrator

2002 ANNUAL REPORT

MERRIMACK COUNTY HOMEMAKER PROGRAM

Homemaker services were provided to 185 residents of Merrimack County by three agencies participating in the Merrimack County Homemaker Program. The program enables residents to remain in their own homes. Many would otherwise have to be institutionalized at a much higher cost, both financially and emotionally. We enable individuals to have control of their lives and remain independent in their homes.

The goals of the Homemaker Program are:

- To ensure and maintain maximum independence and dignity in a home environment for older individuals capable of self-care with appropriate supportive services.
- To remove individual and social barriers to economic and personal independence for older individuals.
- To promote a continuum of care for the vulnerable elderly.

Services were provided to those elderly in our communities who are unable to perform the activities necessary to stay in their homes safely. Most clients are recovering from illnesses or injuries, or have chronic illnesses that impact functional ability. The clients do not have the financial resources to purchase these services

privately. Without subsidized services, many would be unable to remain independently at home.

Services include grocery shopping, laundry, limited personal care, errands, meal preparation, light housekeeping, and companionship. Clients are referred by a variety of sources, including hospitals, nursing homes, doctors, social workers, police/fire departments, senior groups, clergy, meal sites, clients, families, friends, or neighbors. The Homemaker Program is available to all Merrimack County residents. Financial assistance is available to those individuals who meet the income guidelines.

Sources of payment for the Homemaker Program include federal, Title XX and Older Americans Act monies, Merrimack County monies which match the federal dollars, private insurance and private pay, client contributions and individual donations.

Homemaker services were provided by the following agencies in the towns listed below.

Concord Regional Visiting Nurse Association

250 Pleasant Street
PO Box 1797
Concord, NH 03302-1797
(603) 224-4093 or 1-800-924-5620
Contact Person: Caroli Parisi

Allenstown	Boscawen	Chichester
Concord	Contoocook	Epsom
Henniker	Pembroke	Penacook
Pittsfield	Suncook	Warner

Webster

Lake Sunapee Region Visiting Nurse Association

290 County Road
PO Box 2209
New London, NH 03257
(603) 526-4077
Contact Person: Amy Cushing

Andover	Newbury	Warner
Bradford	New London	Wilmot
Danbury	Sutton	

Visiting Nurse Association of Franklin

75 Chestnut Street
Franklin, NH 03235
(603) 934-3454
Contact Person: Marilyn Arey

Andover	Northfield
Boscawen	Salisbury
Franklin	Webster

If you know of someone who needs Homemaker services, please call us. Thank you for your support and confidence in our program.

Respectfully submitted,

Caroli Parisi
Vice President, Clinical Services

2002 ANNUAL REPORT

UNH COOPERATIVE EXTENSION, MERRIMACK COUNTY

Cooperative Extension is an active component of Merrimack County, representing a strong tradition of partnership between the county, state and federal government. It brings to county residents research-based information and education in two broad program areas: Natural Resources and Family, Community and Youth.

Strengthening New Hampshire Communities Initiative

The communities of Merrimack County have been reached by the efforts of this state-wide initiative. Individuals from many communities have increased their capacity to deal with local issues by taking advantage of the projects and trainings that Cooperative Extension offers.

Some of those offerings are: The Community Profile Project, Public Policy Institutes, and Community Development Academy. These trainings and offerings have been instrumental in supporting the growth of civic capacity in our communities by increasing volunteer involvement and providing tools for the community folk to handle the challenges of their communities.

In addition, many state-wide Cooperative Extension programs have been supporting our New

Hampshire communities. Here are some: Lakes Lay Monitoring Program, Granite state Learning Network, Community Conservation Assistance, Community Environmental Outreach Program, Geospatial Technologies support, Expanded Nutrition and Education Program, and Children, Youth and Families at Risk-state strengthening projects. In addition, the new Family, Home and Garden Education Center with a toll-free Info Line (1-877-398-4769) is available to all Merrimack County citizens.

Agricultural and Home Horticultural Resources - David Seavey, John Porter, Peg Boyles

County agriculture staff provide educational programs and direct technical assistance to many different citizen groups, including traditional farmers and orchardists, organic farmers, greenhouse operators, nurseries, plant growers, garden centers, farmers markets, municipal and school officials, pesticide applicators and home.

Last year, our dairy specialist worked to improve production efficiencies at 10 dairy farms and helped eight dairy producers design new barns or retrofit old ones to allow adoption of new technology. Our agricultural educator conducted more than 80 site visits to solve problems on farms, at municipal athletic fields, in plant nurseries, garden centers and farm ponds. Collectively we handled nearly 500 phone calls and took care of 150 walk-in visitors who needed help identifying insects, weeds or plant diseases.

Cooperative Extension's toll-free Info Line at our Family, Home & Garden Education Center in Manchester answered more than 600 telephone requests from Merrimack County residents looking for information on topics ranging from landscaping and lawn care to insect pests and nuisance wildlife. Hundreds of residents downloaded home horticulture fact sheets from this location at our Web site: <http://ceinfo.unh.edu/Common/Documents/hginfo.htm>

Merrimack County Master Gardeners taught vegetable gardening to participants of Merrimack Academy, the county's alternative sentencing program for non-violent felons. Master gardeners also developed a backyard composting demonstration court where they will conduct public workshops next spring.

4-H and Youth Development - Deborah Cheever, Nancy Evans

The mission of 4-H is helping youth to acquire knowledge, develop life skills and to form attitudes that will enable them to become self-directing, productive and contributing members of society. Over 900 youth were involved in 4-H clubs, special interest groups, camps, and after school programming. Over 400 volunteers supported the youth activities. The "Best" project in Boscawen involves community members and partners in supporting an after school enrichment program for 24 youth.

Forestry, Wildlife and Water Resources – Timothy Fleury

Merrimack County is predominately forested. 492,000 of the county's 599,000 acres are covered in trees. This accounts for 82% of the total land area. With a population of more than 120,000 people, it is the third most populous county in the state. This interplay of people and trees results in an active interest by county residents in issues related to their natural surroundings.

In particular, the Merrimack County Extension Forestry and Wildlife Program focuses on forest landowner education through one-on-one woodlot visits. There are 409,000 acres of timberland in Merrimack County owned by non-industrial private forestland owners, which represents 86% of the timberland. In essence, the vast majority of natural resources in Merrimack County is owned by private non-industrial owners. Helping private landowners make informed decisions about their timber, wildlife, water, recreation and cultural resources is a primary goal of the program. Landowners who want to learn more about their forests and how to manage it can contact the Merrimack County Extension Forester at: 225-5505.

In addition to landowner visits, the UNH Cooperative Extension Forest Resources program meets the needs of the county's residents through group meetings, radio, newspaper, phone calls and distance learning. A total of 1,407 county residents received direct assistance in the year 2001.

Family Development - Judith Bush, Kathleen Jaworski, Deborah Luppold, Marilyn Sullivan, Pam Gerbi

Information and increased knowledge about parenting, family resource management, budgeting, healthy lifestyles, good nutrition, food safety, and food preservation have reached many county residents. Classes, newspaper articles, television shows, radio, individual contacts (telephone), and fact sheets are methods which reach more than 13,000 citizens. Approximately 300 volunteers have participated in Family Development programs through NH Celebrates Wellness teams, teaching Family Focus parenting programs, and providing group leadership for financial programs.

Approximately 6,000 parents received parent education information through classes and direct educational materials. Nearly one hundred early education / early care professionals participated in workshops that enhanced their skills for working with young children. Additionally, staff members are involved in community coalitions that strengthen the underpinnings of family well-being in the county. These include the Concord Children's Initiative, the Merrimack County United Way Community Needs Committee, the Concord Community Substance Abuse Prevention Coalition and the Children's Mental Health Regional Planning Committee.

Working with County Government

As an active component of Merrimack County government, Cooperative Extension staff supports the County in the following ways:

In the Academy Program, many of the “life skill” classes are taught by Extension educators. These classes cover personal, money and time management skills; nutrition and food safety issues; parenting and family relationship issues; and gardening.

Master Gardeners support the gardens that surround some county buildings by planting and maintaining the areas.

The Forester works with the Commissioners in management of County forestland.

The Family Development educator works with the County Attorney’s office in their community work with the district courts and family violence issues.

These are but a few of the many highlights of Extension’s ongoing programs in Merrimack County. UNH Cooperative Extension is “Helping You Put Knowledge and Research To Work”.

Respectfully submitted,
Timothy Fleury, County Office Administrator

2002 ANNUAL REPORT

MERRIMACK COUNTY CONSERVATION DISTRICT

Merrimack County Conservation District (MCCD) is a non-regulatory public agency that works in partnership with USDA Natural Resource Conservation Service (NRCS) to help land owners and users in Merrimack County manage their soil, water, forest and other natural resources. We serve residents, town officials, educators, members of non-profit organizations and others in the following New Hampshire towns: MCCD's Board of Supervisors has identified land development, soil erosion and nutrient management as top conservation priorities within Merrimack County. The District's Business Plan and Annual Plan of Work reflect these concerns.

2002 has been a year of change for Merrimack County Conservation District (MCCD). In September, Manager Heather Ryan returned to her native Wisconsin. The Board hired Lisa Morin, formerly the Program Assistant of Belknap County Conservation District, to serve as Ryan's replacement. Besides learning her new job, Morin has been busy supervising a team of AmeriCorps members and a Senior Community Service Employment Program participant. Morin's focus has been on bolstering volunteer utilization, reorganizing the District's record keeping and continuing existing programs.

Funding: Thanks to continued primary support from Merrimack County and the USDA Natural

Resources Conservation Service (NRCS)—supplemented by private and government grants, sales of conservation products and services and a cadre of dedicated volunteers—Merrimack County Conservation District was able to provide many services in 2002 to county landowners and users.

Partnerships: The Conservation District partners with and supports many organizations. Among these groups are Beginner Farmers of NH; Conservation District Employees Association of NH; NH Association of Conservation Districts; NH Department of Environmental Services and other state entities; Environmental Protection Agency; local conservation commissions within the county; Central NH Regional Planning; USDA Southern NH Resource Conservation & Development Council and USDA Farm Service Agency. These partnerships maximize use of tax dollars by avoiding wasteful duplication of services.

In partnership with NRCS, the Conservation District provided services to 3,500 people in the 2002 federal fiscal year. Services ranged from provision of information to technical on-site assistance and included educational workshops, displays, a newsletter and other activities.

Annual Meeting: In June, the District held its 2001 Annual Meeting at Daniel Webster Grange. Following a buffet dinner and brief business meeting (*see minutes, page 19*), sixty people enjoyed hearing Lyme, NH author and gunsmith Ben Kilham speak about his groundbreaking work returning black bear cubs to the wild.

Events: Over 3000 people had contact with District staff and volunteers at various events over the year. Typically, a themed display acted as a focal point to discuss the conservation needs of individual landowners and users. Staff also provided educational activities and handouts for children and their parents at each event.

Staff and volunteers represented MCCD at events such as NH Farm to School Day, Water Quality Days, NH Agriculture Day, Andover's 19th-Century Day, Little Nature Museum "Trees, Trails and Treasures" Day and the Hopkinton State Fair. The District shared a booth with other members of NH Association of Conservation Districts at the annual NH Farm & Forest Expo trade show.

Workshops and meetings: The Conservation District hosted a number of informational workshops and meetings, with attendance varying from ten to fifty people. Formats, attendees and topics varied widely and included a workshop on Pond Maintenance, a Soils Field Day for town officials and licensed professionals and a workshop on Agricultural Best Management Practices & Storm Water Control for livestock farmers.

Conservation Education: Educational programming continued to be a high priority for the District. Our Conservation Educator and other staff presented programs and activities to classes at local schools, including Colby-Sawyer College. They led activities at NH Farm to School Day, Water Quality Days, Hopkinton State Fair, NH Ag Day Andover 19th Century Day and Little Nature Museum "Trees, Trails and Treasures" Day. MCCD staff assisted

with the coordination of the NH Envirothon and NHACD Soil Judging Contest, two environmentally based statewide competitions for high school students. For the younger set, District staff held an annual Poster Contest.

Ongoing services: The Conservation District provided many free resources and services to the people of Merrimack County. These included dissemination of soils information, the District's *Conservation News* newsletter, natural resource fact sheets, referrals to other organizations and agencies, and access to soil maps and aerial photographs. The District strives to keep its services free or low cost. Nominal fees help defray cost of materials and staff time for some services and products. The District's self-published handbook, *Pond Design, Installation & Maintenance*; a Soil Health Log; Soil Potential Index (SPI) calculations for current use assessment; assistance with filling out wetland applications; USGS Topographic Maps and aerial photo scanning fall into this category. These fees are not intended to be major fundraisers.

Direct fundraising: Merrimack County provides core funding for MCCD. About half the remaining monies comes from direct fundraising efforts of District staff and volunteers. The Conservation District continually reassesses its fundraising efforts. A successful fundraiser must not only produce income, but needs to be compatible with District priorities and mission. For example, the newly introduced composting bins and lilac packages raise funds while furthering backyard conservation.

In 2002, landowners and users purchased trees and shrubs from MCCD to improve habitat for wild turkeys and other wildlife. The District sold flower bulbs to help buyers beautify their grounds and provide a nectar source for pollinators. The District held workshops to demonstrate how to maintain a backyard pond, optimize land usage and help improve agricultural profitability through wise management of nutrient resources.

Indirect fundraising: Limited resources require creativity in fundraising. The Conservation District met this challenge in 2002 several ways. For example, MCCD has a fee-paid agreement with several Merrimack County towns and agencies to recruit and supervise AmeriCorps members. In addition to their assigned duties with the host organization, a portion of the members' time is set aside for the District. This leverages MCCD resources, furthering the District's goals more effectively.

Grants: Grants are another important avenue of support. They not only increase availability of direct services; they provide an indirect source of funding via administrative fees to the District. The District is currently developing a variety of grant proposals for projects in 2003-2004. In 2002, District staff administered grants awarded in 2001 for nutrient management projects at Webster's Great Ash Farm and Marston's Dairy Farm in Pittsfield. Another project will help improve water quality at Penacook's Morrill Dairy Farm.

Outreach: The District continued to pursue its goal of increased visibility among Merrimack County

residents. Staff published three issues of the District's newsletter, *Conservation News*. Personal contact with Merrimack County media outlets increased the quantity and quality of MCCD's publicity. Staff met landowners and their families at several events; designed displays for those events and continued to move towards a goal of a more cohesive "look" for MCCD's event brochures.

AmeriCorps: The Conservation District would not have been able to accomplish all of these things without the contributions of its full- and part-time AmeriCorps Service Members. The Members supported almost every project in some way and completed a fair number on their own.

In return for their assistance the Conservation District pays a minimal match and reports their contributions to the NH Association of Conservation Districts, who received a grant to run the program. The Merrimack County Conservation District recruits, trains and supervises its own Members.

Final words: The Conservation District extends sincere thanks to our partners, founders and volunteers who support our efforts and provide daily encouragement. The most important people of all, of course, are the landowners and users of Merrimack County who use our services to conserve and improve our natural resources.

Respectfully submitted,

Board of Supervisors, Merrimack County
Conservation District

2002 ANNUAL REPORT

MERRIMACK COUNTY RETIRED AND SENIOR VOLUNTEER PROGRAM

Since 1973, the Merrimack County Retired and Senior Volunteer Program has provided services to the senior population and to area non- profit agencies and state offices. Through the recruitment and placement of people 55 years of age or older, seniors are provided with the opportunity to remain active by contributing their skills and talents in solving community problems. Each RSVP volunteer is a direct provider of services through their assigned agency.

The program acts as a clearinghouse for more than 400 senior volunteers and the needs of more than 100 non- profit agencies and state offices. RSVP volunteers are from all economic, educational and social backgrounds.

RSVP volunteers are never paid for their services, but the program is supportive in terms of insurance for volunteers while on assignment and for recognition of their accomplishments. Automobile insurance is carried on all volunteers who drive their own automobiles to and from their volunteer assignments. Accident insurance and liability insurance are carried on all volunteers enrolled in the program.

Volunteer services are provided through placements in nursing homes, schools, hospitals,

colleges, libraries, museums, historic sites, day care centers, senior centers, health care agencies, food pantries, VNAs, Red Cross, SPCA, environmental agencies, entertainment groups and state offices.

For several years the program has recruited volunteers for America Reads, a national initiative that places RSVP volunteers in school classrooms from kindergarten through third grade. Volunteers work one on one or with small groups of students to improve reading and literacy skills. The newest initiative the program is developing involves volunteers serving in assignments addressing homeland security. Volunteers will be trained to provide important information to senior citizens on preparedness in coping with a natural or manmade disaster.

The Corporation for National and Community Service provides approximately 50% of the funding for the RSVP program budget. The remaining funds are from Merrimack County, State of New Hampshire and the United Way of Merrimack County. Riverbend Community Mental Health, Inc. is the local sponsor of the Merrimack County Retired and Senior Volunteer Program. Riverbend provides administrative support to RSVP, but does not provide financial resources.

Nancy Spater
RSVP Director

2002 ANNUAL REPORT

THE JUNIOR/SENIOR FRIENDS PROGRAM

Agency Mission:

The Friends Program strengthens communities by building relationships that empower people, encourage community service, and restore faith in the human spirit.

The Organization's History:

The Friends Program started in 1975 as what we currently call The Junior / Senior Friends Program. It was founded because of a pervasive need in the community for alternative solutions for the juvenile justice system. Taking a lead from the Partners Program in Colorado, The Friends Program established the concept of a one-to-one relationship as the central component to achieving positive intervention with children and minimizing their involvement with the juvenile justice system. Volunteer adults were matched with children referred from the courts.

The agency administers four different programs.

The Junior/Senior Friends Program (est. 1975) is a mentoring program matching volunteer adults (Senior Friends) with at-risk children and youth (Junior Friends).

The Friends Emergency Housing Program (est. 1980) is shelter providing short term, temporary housing and support services to homeless families and physically challenged individuals.

The Friends Foster Grandparent Program (affiliated 1986) is an intergenerational program that places senior volunteers in schools, Head Start programs, and childcare centers to work closely with special, exceptional, and at-risk children.

The Friends Interfaith Caregivers Program (est. 1999) trains interfaith caregivers who provide non-medical support services to seniors and disabled individuals to help them remain living in their own homes and living independently.

The Friends Program provides services to over 3,100 people annually with the assistance of 630 volunteers. Services are offered in parts of six counties in central-northern New Hampshire through offices in Concord, Laconia, Somersworth, and Bradford. The Agency has a long history of providing cost-effective, community based services that have been recognized by State agencies and community organizations. The Friends Emergency Housing Program has been described by State officials as a "model program for New Hampshire"; The Junior / Senior Friends Program has been recognized as the outstanding volunteer program in Merrimack County by both the Governor's Office on

Volunteerism (1987) and the JC Penney Golden Rule Award (1995); The Friends Foster Grandparent Program was the runner-up for the 1996 JC Penney Golden Rule Award, and The Friends Interfaith Caregivers Program was awarded the 2000 JC Penney Golden Rule Award. Finally, as an organization, we were selected as a finalist for the 2001 Dunfey Award for Excellence in Nonprofit Management.

The Junior / Senior Friend Program:

The Junior / Senior Friends Program is a youth-mentoring program that matches volunteers with at-risk children and youth in a one-to-one relationship. Typically, the Senior Friend makes a one-year commitment to the program spending 1-5 hours of time each week (250 hours annually) with their Junior Friend. The matches participate together in a variety of activities from going to the movies, bowling, working on homework, trips to the library, going out for dinner or just spending quality time together. The primary goal of this program is to create opportunities for children which lead to better self-esteem and improved behavior at home, in school, and in the community. The role of the Senior Friend is to provide individual attention, companionship, positive role modeling, and cultural enhancement.

The Junior Friends are referred to the program by parents, school personnel, DCYF child protective social workers and DJJS juvenile probation and parole officers,

district courts, or other human service providers. Children and youth referred to the program often come from homes headed by single parents where the family has few supports and healthy connections in the community. Many have been coded in school as learning disabled, speech and language impaired, emotionally handicapped, attention deficit disorders, hyperactivity, or a combination of these codings. Some youth are victims of physical and/or sexual abuse. Virtually all are from low-income families. The most common factor among all these children is low self-esteem. As a result, these youth are at-risk for delinquency, drug and alcohol use or abuse, potentially dropping out of school, teen pregnancy, or being sent to residential placement. The Junior / Senior Friends Program offers these kids a supportive adult who is non-judgmental, who will listen to their problems, and provide them a window to the world outside their environment. They help these youth realize they are special, have potential, and can achieve their goals.

Each volunteer must complete an extensive training process which includes a reference check, role play training, home visit, personal interview, and criminal record check before being accepted into the program. Each match is made selectively; the Junior/Senior Friend pair is matched with a support counselor from the program who monitors the progress of the relationship and is available to discuss issues and concerns, and to prevent potential problems. During the first three months of a new match a Program

Coordinator, in the role of support counselor, maintains weekly contact with the Senior, the Junior, and the Junior's parents. As the match becomes more established contact is maintained on a monthly basis, minimally. Additionally, Senior Friends are asked to attend a minimum of four monthly group activities a year with their Junior Friend. The activities are sponsored by the program and provide educational and recreational opportunities for the children.

The Junior/Senior Friends Program requires all matches complete 20 hours of community service work together during their first year. The idea behind this is to instill in the children and youth a sense of community and volunteerism at an early age. Some examples of community service projects include yard cleanup for the elderly, animal walking at the SPCA, taking on an Adopt-a-Spot, and helping with data entry at the American Red Cross.

Goals:

By providing children and youth with appropriate adult companionship, role modeling, extra attention, guidance, and cultural enhancement, The Junior/Senior Friends Program's goals are for the children and youth to:

- 1) Develop appropriate social and interpersonal skills;
- 2) Accept the influence of a confident, productive, and successful adult;

- 3) Improve self-esteem and confidence;
- 4) Improve their school performance;
- 5) Adopt a more positive attitude/outlook; and,
- 6) Stay at home and in the local school systems, avoiding costly out-of-home placements.

Measurement tools used to evaluate program effectiveness:

On a yearly basis we send a satisfaction and program evaluation survey to all those who utilize our services. These surveys provide feedback from the Senior Friend, Junior Friend, parents, and school personnel. We also have regular contact with guidance counselors to determine any improvements in the child's school performance both academically and socially. Over the last few years we have tried to more formally evaluate the effectiveness of the Junior / Senior Friends Program. We have collaborated with New England College to implement a research project that included a control group. The data from this study reveals that Junior Friends improve their self-esteem as a result of being matched with a Senior Friend. These results are statistically significant. In addition, the study suggested that Junior Friends improve their social skills and interpersonal relationships.

Recently we have collaborated with the New Hampshire – Dartmouth Psychiatric Research Center to develop a rigorous study of the impact of our youth mentoring model. A subset of our matches will be compared to a

group of similar youth from our referral list who we have not been able to match, due to the availability of volunteers being much less than the number of referrals we receive. Both groups will take a new survey that has been developed every six months. The Psychiatric Research Center is providing an intern who will oversee the members of the comparison group completing the survey, and we will oversee the members of the study group, who are receiving youth mentoring, completing the survey. The Psychiatric Research Center will then analyze the results, combined with school report card and disciplinary data. We are confident that the results will prove that our program is an effective vehicle for preventing a number of problems that youth today face.

In addition, there is a developing body of national research that finds youth-mentoring programs have substantial benefits for their participants. An organization called Public/Private Ventures (P/PV) conducted a large study of Big Brother/Big Sister Programs in eight cities across the United States to determine the benefits of mentoring relationships. The Junior/Senior Friends Program is very similar to those programs that were evaluated. The results indicated that:

46% of the matched kids were less likely to use drugs than the control group

Mentored kids were 1/3rd less likely to hit someone

Mentored kids skipped half as many days of school

Mentored kids were 27% less likely to initiate alcohol use

The quality of the mentored kids' relationships with their parents was better than the kids in the control group

The study also concluded that mentoring programs that were highly structured and systematic in the areas of screening, orientation and training, and support and supervision were more likely to be successful. These results tie in with the evaluation efforts the Junior/Senior Friends Program has employed over the years. (Reference: Mentoring – A Proven Delinquency Prevention Strategy. OJJDP Bulletin, April 1997. <http://ncjrs.org/txtfiles/164834.txt>)

In addition, the Center for the Study and Prevention of Violence (CSPV) initiated a project to identify the ten violence prevention programs that could meet very high scientific standards of program effectiveness. The objective was to identify truly outstanding programs that can provide a nucleus for a national violence prevention initiative. Over 450 violence prevention programs were reviewed and mentoring programs were one of the ten program models chosen. (Reference: Blueprints for Violence Prevention, (CSPV) (1998). <http://www.colorado.edu/cspv>)

A consensus has now emerged within the field of mentoring to shift attention from the prevention of specific disorders to a more general focus on positive aspects of youth development. Instead of focusing on problem behaviors, researchers have identified "developmental assets," which are competencies and resources within young person's lives that enhance their changes of positive development. In a national survey of youth, the Search Institute found that the greater the number of such developmental assets present in a youth's life, the lower the rate of risk taking behaviors. It is this paradigm that was used for the Big Brothers Big Sisters study conducted by Public/Private Ventures. The Search Institute has recently developed and made available a survey instrument based on that study (Reference: *What's Working? Tools for Evaluating Your Mentoring Program* by Rebecca N. Saito). This tool has been further enhanced by the National Mentoring Center (Reference: Technical Assistance Package #8: *Measuring the Quality of Mentor-Youth Relationships*). There is now a consortium of organizations that support this approach including the Search Institute, the National Mentoring Center, the National Mentoring Partnership (of which The Friends Program is a member), Big Brothers / Big Sisters of America, Public / Private Ventures, Northwest Regional Educational Laboratory, and by the federal Office of Juvenile Justice and Delinquency Prevention (the largest funder of mentoring programs in the country). These organizations represent the leading voices, on a national level, within the field.

The number of juveniles and/or families to be served:

The current staffing situation of the Junior / Senior Friends Program allows us to support a capacity of 140 active matches. During the period January 1 – December 31, 2003 149 youth were served. We typically maintain a waiting list of over 100 children and youth.

The specific results that will be achieved by the program:

The children that participate in the Junior/Senior Friends Program will show improvement in the following areas:

Increase in self-esteem and self-worth.

The children will realize they have potential and can achieve their goals. They will learn appropriate social skills, and experience the success of having a positive relationship with an adult outside their home environment.

A decrease in the number of youth that enter the court system.

The children that are referred to the program are at-risk for a number of behaviors that could land them in the juvenile justice system, or placement in residential facilities. The adult mentors, the support counselors, the program activities, and the community resources accessed all combine to provide a buffer against the negative

influences the children may be exposed to and offer a clear and viable alternative to crime, delinquency and substance abuse.

Children will improve their school performance both academically and behaviorally, and will also have better relationships with peers.

In our most recent program survey sent to Senior Friends, Junior Friends, Parents, and School Guidance Counselors, we compiled the following results;

All 15 guidance counselors who responded feel the Junior / Senior Friends Program addresses a significant need in the community, and that the children who have Senior Friends benefit from the relationship.

Additionally, 87% of these guidance counselors felt that kids who have Senior Friends have shown improvement in their school behavior.

Of the Senior Friends who were surveyed, 88% of them felt their Junior Friend's self-esteem had improved since they were matched.

83% of the Junior Friends who responded said they have done better in school and feel better about themselves since they have had a Senior Friend.

A partnership between the Junior/Senior Friends Program and New England College is entering its third year with eight youth in surrounding communities matched with students attending New England College. Students make a two-year commitment to mentoring and may receive credits for their volunteer efforts.

DCYF and DJJS referrals continue to receive priority treatment. Nineteen of the families served have noted DCYF involvement. By contributing to family unification and avoiding out-of-home placement (96% successful), the program continues to save the taxpayers funds. This is directly connected to mentoring power to reduce a youth's risk for drug and alcohol use, school failure, negative peer group association, and problems with authority figures.

Importance of County Funding:

Despite the proven effectiveness of mentoring programs, there are few renewable sources of funding for this service. The Program has increased its United Way allocation by about 45% over the last two years. The agency's fund raising efforts have improved by about 20% over the same period of time. In addition, funding from the Community Substance Abuse Prevention Grant was secured but expires in May 2003. We have also sought and received funding via the Federal Byrne Grant system in which we are partnering with both the Concord Boys & Girls Club and the Granite State Youth Mentors organization. This money

From the parents; all who responded felt their child's self-esteem has improved since being matched with a Senior Friend, and report improved behavior and academic performance at school.

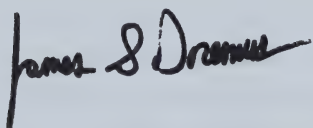
Outcomes

The Junior/Senior Friends program is proud to be able to report that the program follows all the best practices that have been identified. In several crucial areas the program actually exceeds the National standards. Most significantly, program staff maintains *weekly* contact with the Senior Friend, the Junior Friend, and the Junior Friend's parents during the first three months of the match. The standard in the programs studied (funded by the Office of Juvenile Justice and Delinquency Prevention) stress the importance of this contact; however, they identify that monthly contact is the norm. Also unusual are the monthly activities that the program hosts that aid in the monitoring process, the training of the Senior Friends, and help with the bonding process between the members of the match.

Although community-based mentoring continues to be the primary focus of the program, the site-based project at the St. Paul's School has been a huge success. Over the last three years, the program has expanded from 9 to 20 matches and plans to expand further in the near future are underway.

is also time limited and requires a significant match. Thus, we continue to rely on County funding as the most significant and stable source of support for our youth-mentoring efforts. We believe that the County receives a great benefit for its support.

Respectfully Submitted,

A handwritten signature in black ink, reading "James S. Doremus". The signature is written in a cursive style with a large, stylized "J" and "D".

James S. Doremus, Executive Director

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CHILD & FAMILY SERVICES

Merrimack County's six percent prevention monies have provided the crucial match for CFS' Family Support Counselor. The counselor, a MSW position, provided case management, family therapy, and acted as a family-school liaison for Franklin-Hill's most at-risk youth and their families.

During 2002, 29 families and 79 individuals were served in their homes and at school through solution-focused interventions in 948 service hours.

This position works closely with all community resources, in the best interests of the client. The goals of the program are to strengthen effective parenting techniques and to empower parents to advocate for the educational rights of their children as partners with the school. The Family Support Program personifies the best of prevention programs, as these local interventions allow families an opportunity to stabilize, preventing more costly child protection/juvenile justice involvement.

Thank you for your funding of our Child and Family Counseling Services this year. With your help, we have been able to provide **1,633 hours** of affordable professional therapeutic counseling services to **445** county residents from 27 towns in 2002. The majority of children and families served are among our most challenged residents, and those who would not have access to these needed services

to improve the quality of their lives without your support. They have been served primarily in our offices in Concord and Franklin, while others have received counseling at our offices in Manchester and Laconia when it has been easier for them, or at home when they have not been able to come to us.

With your support, we were able to help children and families: cope with the death or illness of a parent, the changes and conflicts of divorce, problems in school, parents struggling with substance abuse and/or a mental illness, economic hardships, the challenges of blended families, and a variety of other life and emotional difficulties.

Most of the cases have been very demanding in both time and energy, while most of the clients have had very limited financial resources. Without the county's help in supporting these services, these clients would not have been served and their problems would likely have grown, both in terms of human suffering, and in the cost to address them later.

Respectfully submitted,
Child & Family Services

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